Module 12
Strategic Planning and Leadership

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CONTENTS

Chapter 1 Basics of Strategic management

Strategic Planning:

Strategic Planning is systematic procedure to establish the long term goals of an institute/ organization and the policies and strategies that administer the achievement, use of resources to accomplish the vision and mission of institute/ organization (David, 2011).

-Strategic planning is basically the responsibility of senior management.

- It is the problem-solving process of establishing strategic objectives and developing strategic plans to realize those objectives.

-The goals of strategic planning including understanding the benefits of strategic planning; understanding the products of strategic planning; and learning the keys to successful planning and implementation

-Many theorists explained that Strategic planning is a well-organized process to make major decisions and agreeing on actions that shapes and guide what an organization is, what it does, and why it does it (John, 1987).

The Strategic planning mainly helps to institute/ organization for:

1. Defining goals or objectives;
2. The analysis of the environment (Internal and external factors) and the resources of the organization;
3. The generation of strategic options and their evaluation; and
4. The planning of implementation monitoring mechanisms.

The term *strategic management* in this text is used synonymously with the term *strategic planning.*

The term ***strategic planning*** is more often used in the business world.

*The term **strategic management** is often used in academia.*

Stages of Strategic Management:

The ***strategic-management*** *process* consists of three stages:

1) Strategy formulation,
2) Strategy implementation,
3) Strategy evaluation.

1) *Strategy formulation*:

It includes

    a. developing a vision and mission,

    b. identifying an organization's external opportunities and threats,

    c. determining internal strengths and weaknesses,

    d. establishing long-term objectives,

    e. generating alternative strategies,

    f. and choosing particular strategies to pursue.

2) *Strategy implementation*:

It requires organization to establish

    a. annual objectives,

    b. devise policies,

    c. motivate employees,

    d. and allocate resources so that formulated strategies can be executed.

Strategy implementation includes:

    i. developing a strategy-supportive culture,

    ii. creating an effective organizational structure,

    iii. redirecting marketing efforts,

    iv. preparing budgets,

    v. developing and utilizing information systems,

    vi. and linking employee compensation to organizational performance.

- Implementation is called the "action stage" of strategic management.

- Implementing strategy means mobilizing employees and senior management to put formulated strategies into action.

- It is often considered to be the most difficult stage in strategic management.

- Strategy implementation requires personal discipline, commitment, and sacrifice.

- Successful strategy implementation depends upon managers' ability to motivate employees, which is more an art than a science.

- Strategies formulated but not implemented serve no useful purpose.

3) *Strategy evaluation* is the final stage in strategic management.

- Higher authorities desperately need to know when particular strategies are not working well.

- Strategy evaluation is the primary means for obtaining this information.

- All strategies are subject to future modification because external and internal factors are constantly changing.

Three fundamental strategy-evaluation activities are

(1) reviewing external and internal factors that are the bases for current strategies,

(2) measuring performance,

(3) taking corrective actions.

A written strategic plan might consist of following topics:

I. Executive summary
II. Vision and mission statement
III. Mandate and scope of work
IV. Summary analysis of external and internal environment
V. Main strategic issues
VI. Four or five aims that accompany strategies
VII. Assessment of human resource needs
VIII. Budget protection

Importance of Strategic Planning

- Planning is one of the critical processes for organizations success. Without planning, there might be confusion and unethical practice that can occur in organization.
- Few researchers have suggested a positive correlation between strategic management and organizational performance (Adeyemi, 2014).
- Defining mission of organization is very much important to give direction and focus on its activities.
- Success or failure of strategic planning is determined by a number of components which include the environment, organization structure and strategic decision making (Ansoff, 1979). When

environment, organization structure and strategic decision making are properly matched, the performance of organization is optimized.

- Lorange (1979) stated that strategic planning is significant to achieve a sufficient process of modernism to support and augment the planning process. He further claimed that effective strategic planning does not have to be detailed or complicated but must be rational and focused

The advantages of Strategic planning

❖ Methodological form of planning
❖ It is simple to grasp the methods, procedures and rituals programmed to implement the strategies.
❖ Provides a structured way to analyze and think about complex strategic problems, requiring management to question and challenge what they take for granted.
❖ Can be used to involve people in strategy development.
❖ An effective way to communicate the aims of management to members of the organization.
❖ Can be used as a means of control by regularly reviewing performance and progress against agreed objectives.

Drawbacks of Strategic Planning:

❖ It is difficult and time consuming.
❖ In Strategic planning, immediate results are rarely obtained.
❖ Strategic Planning quite often, limits the organization and executives to the more rational and risk free options.

-Strategic planning is a process that brings life to the mission and vision of the Organization.

-A strategic plan, well-crafted of value, is determined from the top down; considers the internal and external environment around the business.

-It is the work of the managers of the business; and is communicated to all the stakeholders, both inside and outside of the Organization (Schwenk and Schrader, 1993).

Implementation of Strategic Planning:

- Implementation is the process of turning strategies and plans into actions to achieve strategic objectives and goals.
- The implementation process can differ from organization to organization.
- Strategy can only be successfully implemented if it can be expressed in more detailed policies and communications.

Particularly, a strategy needs to be implemented in the

- Marketing,
- Research and development(R&D),
- Puchase,
- HR, production
- IT departments in order to be successful.

Implementation must also identify any resources and capabilities required to support the new strategy, and any organizational change which will have to take place.

In implementation process, the strategy also needs to be controlled and revised to make certain that it is being implemented accurately and fruitfully. This needs appraisal and feedback procedures.

Effective communication should be emphasized in the implementation process.

Many researchers have designated that communication is a major success factor within strategy implementation (Prahalad, and Hamel, 1990).

Research has shown that an organization which introduces a two-way communication that allows and solicits questions from employees about issues regarding the formulated strategy is more successful (Alexander, 1995).

Basic steps that can assist in the process and guarantee success of implementation:

1. **Assess the strategic plan**: It states that senior managers must know what the strategic plan is. They must review it carefully, and highlight any component of the plan that might be especially challenging.
2. **Create a vision**: This vision might be a series of goals to be reached, step by step, or an outline of items that need to be completed. It is imperative that everybody must know what the end result should be and why it is important.
3. **Select team members**: Management must create competent team that support management to implement strategies
4. **Schedule meetings**: Organize meetings and present the list of goals or objectives, and let the strategic planning team know what has been accomplished. Whether the implementation is on schedule, ahead of schedule, or behind schedule, evaluate the current schedule regularly to discuss any changes that need to be made.
5. **Involve the senior management**: It is good to address all activities to the organization's executives and provide progress reports on the implementation of the plan in order to address concerns or probable changes.

Key Terms in Strategic Management:

Following are the key terms in used management (David, 2011):

- ➢ **Competitive advantage,**
- ➢ **Strategists,**
- ➢ **Vision and mission statements,**
- ➢ **External opportunities and threats,**
- ➢ **Internal strengths and weaknesses**
- ➢ **Long-term objectives,**
- ➢ **Strategies,**
- ➢ **Annual objectives, and**

> ➢ **Policies.**

Competitive Advantage:

Strategic management is all about gaining and maintaining *competitive advantage.* This term can be defined as "anything that organization does especially well compare to rival organization."

When a organization can do something that rival organization cannot do, or owns something that rival organization desire, that can represent a competitive advantage. For example, in a global economic recession scenario, simply having large cash on the organization's balance sheet can provide a major competitive advantage (David, 2011).

Strategists:

- *Strategists* are the persons who are most responsible for the success or failure of an organization. Strategists have various job titles, such as chief executive officer, president, and owner, chair of the board, executive director, chancellor, dean, or entrepreneur.
- Strategists help an organization gather, analyze, and organize information.
- They track industry and competitive trends, develop forecasting models and scenario analyses, evaluate corporate and divisional performance, spot emerging market opportunities, identify business threats, and develop creative action plans. Strategic planners usually serve in a support or staff role.
- Usually found in higher levels of management, they typically have considerable authority for decision making in the firm.
- Strategists differ in their attitudes, values, ethics, willingness to take risks, concern for social responsibility, concern for profitability, concern for short-run versus long-run aims, and management style(David, 2011).

Vision and Mission Statements:

Vision:

Many organizations today develop a *vision statement* that answers the question "What do we want to become?".

Developing a vision statement is often considered the first step in strategic planning, preceding even development of a mission statement.

Many vision statements are a single sentence (David, 2011):

For example, the vision statement of ONGC, India is **'To be global leader in integrated energy business through sustainable growth, knowledge excellence and exemplary governance practices'**

Mission statements are "enduring statements of purpose that distinguish one businessfrom other similar organizations (David, 2011).

- It addresses the basic question that faces all strategists: "What is our business?"
- A clear mission statement describes the values and priorities of an organization.
- Developing a mission statement compels strategists to think about the nature and scope of present operations and to assess the potential attractiveness of future markets and activities.
- A mission statement broadly charts the future direction of an organization.
- A mission statement is a constant reminder to its employees of why the organization exists and what the founders envisioned when they put their fame and fortune at risk to breathe life into their dreams.

External Opportunities and Threats (OT):

These refer to **Trends and Events** in following field that that could significantly benefit or harm an organization in the future.

- ❖ Economic,
- ❖ Social,
- ❖ Cultural,
- ❖ Demo-graphic,
- ❖ Environmental,
- ❖ Political,
- ❖ Legal,
- ❖ Governmental
- ❖ Technological,
- ❖ And competitive that could significantly benefit or harm an organization in the future.

Opportunities and threats (OT) are largely ***beyond the control of a single organization***—thus the word *external* (David, 2011).

Environmental scanning:

A basic Principle of strategic management is that organizations need to formulate strategies to take advantage of external opportunities and to avoid or reduce the impact of external threats. For this reason, identifying, monitoring, and evaluating external opportunities and threats are essential for success. This process of conducting research and gathering and assimilating external information is sometimes called*environmental scanning* or industry analysis (David, 2011).

Internal Strengths and Weaknesses:

Theseare an organization's controllable activities thatare performed especially well or poorly.

- ❖ They arise in the management, marketing, finance/accounting, production/operations, research and development, and management information systems activities of a business.

❖ Identifying and evaluating organizational strengths and weaknesses in the functional areas of a business is an essential strategic-management activity.

❖ Organizations strive to pursue strategies that capitalize on internal strengths and eliminate internal weaknesses.

Internal factors can be determined in a number of ways, including computing ratios, measuring performance, and comparing to past periods and industry averages.

Various types of surveys also can be developed and administered to examine internal factors such as employee morale, production efficiency, advertising effectiveness, and customer loyalty.

Long-Term Objectives

Objectives can be defined as specific results that an organization seeks to achieve in pursuingits basic mission.

❖ *Long-term* means more than one year.

❖ Objectives are essential for organizational success because they state direction; aid in evaluation; create synergy; reveal priorities; focus coordination;

❖ They provide a basis for effective planning, organizing, motivating, and controlling activities.

❖ Objectives should be challenging, measurable, consistent, reasonable, and clear. In a multidimensional firm, objectives should be established for the overall company and for each division.

Strategies:

• *Strategies* are the means by which long-term objectives will be achieved.
• Business strategies may include geographic expansion, diversification, acquisition, product development, market penetration, retrenchment, divestiture, liquidation, and joint ventures.

Annual Objectives:

Annual objectives are short-term milestones that organizations must achieve to reach long-term objectives (David, 2011).

❖ Like long-term objectives, annual objectives should be measurable, quantitative, challenging, realistic, consistent, and prioritized.

❖ They should be established at the corporate, divisional, and functional levels in a large organization. Annual objectives should be stated in terms of management, marketing, finance/accounting, production/operations, research and development, and management information systems (MIS) accomplishments.

❖ Annual objectives are especially important in strategy implementation, whereas long-term objectives are particularly important in strategy formulation.

❖ Annual objectives represent the basis for allocating resources (David, 2011).

Policies:

Policies are the means by which annual objectives will be achieved.

❖ Policies include guide-lines, rules, and procedures established to support efforts to achieve stated objectives.

❖ Policies are guides to decision making and address repetitive or recurring situations.

❖ Policies are most often stated in terms of management, marketing, finance/accounting, production/operations, research and development, and computer information systems activities.

The strategic management model:

The strategic-management process can best be studied and applied using a model (David, 1991).

Every model represents some kind of process.

The framework illustrated in Figure 1 is a widely accepted model of the strategic-management process (David, 1991).

Business Ethics/Social Responsibility/Environmental Sustainability Issues

Perform
External
Audit

Generate,
Evaluate and
Select
strategies

Implement
strategies-
Management
issues

NCRE

| Develop vision and mission statements | Establish Long-term Objectives | | Implement Strategies-Marketing, Finance, Accounting, R&D and MIS Issues | Measure and evaluate performanc e |

| Perform Internal Audit |

Global/International Issues

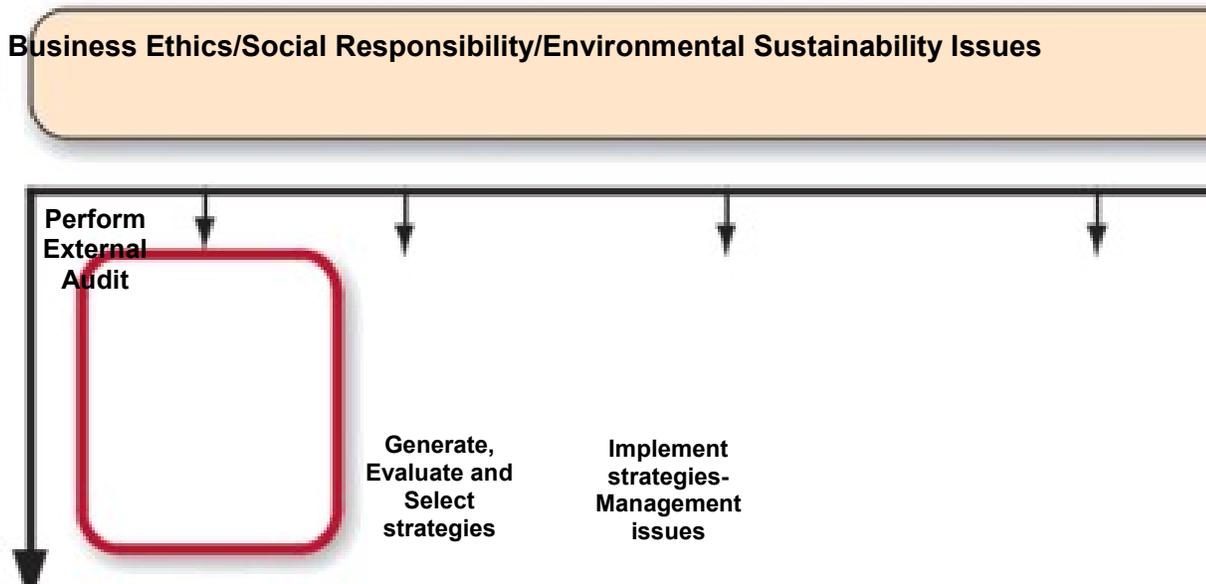| System Formulation | | Strategy Implementatio n | Strategy Evaluation |

Figure 1: Strategic management Process (Source: David, 1991)

Above model does not guarantee success, but it does represent a clear and practical approach for formulating, implementing, and evaluating strategies (David, 2011).

These are three important questions to answer in developing a strategic plan:

1. Where are we now?
2. Where do we want to go?
3. How are we going to get there?

1. Where are we now?
- Identifying an organization's existing vision, mission, objectives, and strategies is the logical starting point for strategic management because a firm's present situation and condition may preclude certain strategies and may even dictate a particular course of action.
- Every organization has a vision, mission, objectives, and strategy, even if these elements are not consciously designed, written, or communicated.
- The answer to where an organization is going can be determined largely by where the organization has been.

2. Where do we want to go?

- The strategic-management process is dynamic and continuous. A change in any one of the major components in the model can necessitate a change in any or all of the other components.
- Strategy formulation, implementation, and evaluation activities should be performed on a continual basis, not just at the end of the year or semiannually.
- The strategic-management process never really ends.
- The strategic-management process is not as cleanly divided and neatly performed in practice as the strategic-management model suggests.
- Generally, there is give-and-take among hierarchical levels of an organization.
- Many organizations semiannually conduct formal meetings to discuss and update the firm's vision/mission, opportunities/threats, strengths/weaknesses, strategies, objectives, policies, and performance.
- The rationale for periodically conducting strategic-management meetings away from the work site is to encourage more creativity and candor from participants. Good communication and feedback are needed throughout the strategic-management process.

3. How are we going to get there?

- Application of the strategic-management process is typically more formal in larger and well-established organizations.
- Formality refers to the extent that participants, responsibilities, authority, duties, and approach are specified.
- Smaller organizations tend to be less formal.
- Organizations that compete in complex, rapidly changing environments, such as technology companies, tend to be more formal in strategic planning.
- Organizations that have many divisions, products, markets, and technologies also tend to be more formal in applying strategic-management concepts.
- Greater formality in applying the strategic-management process is usually positively associated with the cost, comprehensiveness, accuracy, and success of planning across all types and sizes of organizations.
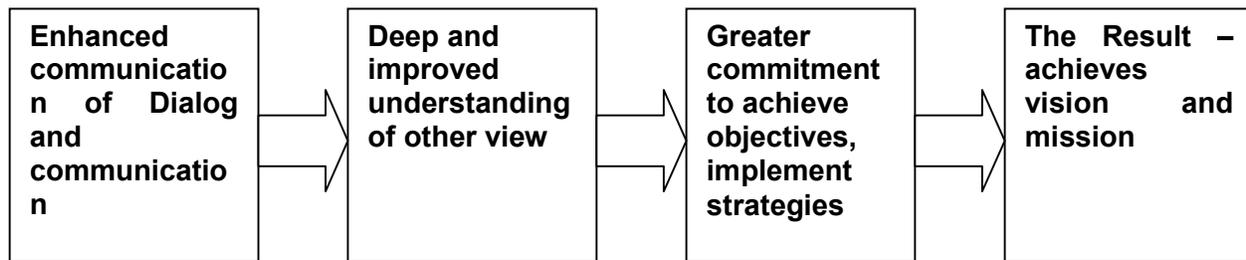
Benefits of Strategic Management:

The principal benefit of strategic management has been to help organizations formulate ***better strategies*** through the use of a more systematic, logical, and rational approach to strategic choice (Langley, 1988).

This certainly continues to be a major benefit of strategic management, but research studies now indicate that the process, rather than the decision or document, is the more important contribution of strategic management (Bernard, 1988).

Communication is a key to successful strategic management.

Through dialogue and participation, managers and employees become committed to supporting the organization. Figure 2 illustrates these intrinsic benefits of strategic management:

Figure 2: Benefits of strategic management:

Enhanced communication of Dialog and communication	→	Deep and improved understanding of other view	→	Greater commitment to achieve objectives, implement strategies	→	The Result – achieves vision and mission

The process of strategic planning:

- The process is learning, helping, educating, and supporting activity.
- It is not merely a paper-shuffling activity among top executives.
- Strategic-management dialogue is more important than a nicely bound strategic-management document.
- Both managers and employees must also be involved in strategy formulation, implementation, and evaluation activities.
- Participation is a key to gaining commitment for needed changes.
- Research indicates that organizations using strategic-management concepts are more profitable and successful than those that do not.
- Strategic management offers other tangible benefits, such as an enhanced awareness of external threats, an improved understanding of competitors' strategies, increased employee productivity, reduced resistance to change, and a clearer understanding of performance–reward relationships.
- In addition to empowering managers and employees, strategic management often brings order and discipline to an organization.
- It can be the beginning of an efficient and effective managerial system.

Greenley (1986) stated that strategic management offers the following advantages:

Advantages of Strategic management:

a) Allows for identification, prioritization, and exploitation of opportunities.
b) Provides an objective view of management problems.
c) Represents a framework for improved coordination and control of activities.
d) Minimizes the effects of adverse conditions and changes.
e) Allows major decisions to better support established objectives.
f) Allows more effective allocation of time and resources to identified opportunities.
g) Allows fewer resources and less time to be devoted to correcting erroneous or ad hoc decisions.
h) Creates a framework for internal communication among personnel.
i) Helps integrate the behavior of individuals into a total effort.
j) Provides a basis for clarifying individual responsibilities.
k) Encourages forward thinking.

l) Provides a cooperative, integrated, and enthusiastic approach to tackling problems and opportunities.

m) Encourages a favorable attitude toward change.

n) gives a degree of discipline and formality to the management of a business.[18]

Why Some organizations Do Not Do Strategic Planning:

Few organizations do not engage in strategic planning, and some firms do strategic planning but receive no support from managers and employees. Some reasons for poor or no strategic planning are as follows (Mindtool):

- *Lack of experience in strategic planning*
- *Poor reward structures*
- *Firefighting*
- *Waste of time*
- *Too expensive*
- *Laziness*
- *Content with success*
- *Fear of failure*
- *Overconfidence*
- *Prior bad experience*
- *Self-interest*
- *Fear of the unknown*
- *Honest difference of opinion*
- *Suspicion*

Difficulties in Strategic Planning:

Some difficulties to watch for and avoid in strategic planning are these:

- Doing strategic planning only to satisfy accreditation or regulatory requirements
- Too hastily moving from mission development to strategy formulation
- Filing to communicate the plan to employees, who continue working in the dark
- Top managers making many intuitive decisions that conflict with the formal plan
- Top managers not actively supporting the strategic-planning process
- Failing to use plans as a standard for measuring performance
- Delegating planning to a "planner" rather than involving all managers
- Failing to involve key employees in all phases of planning
- Failing to create a collaborative climate supportive of change
- Viewing planning as unnecessary or unimportant
- Being so formal in planning that flexibility and creativity are stifled

Guidelines for Effective Strategic Management (Dale, 1988):

- The most technically perfect strategic plan will serve little purpose if it is not implemented.
- Change comes through implementation and evaluation, not through the plan.
- A technically imperfect plan that is implemented well will achieve more than the perfect plan that never gets off the paper on which it is typed.
- R. T. Lenz offered some important guidelines for effective strategic management:

Seventeen Guidelines for the Strategic-Planning Process to Be Effective

1. It should be a people process more than a paper process.
2. It should be a learning process for all managers and employees.
3. It should be words supported by numbers rather than numbers supported by words.
4. It should be simple and non routine.
5. It should vary assignments, team memberships, meeting formats, and the planning calendar.
6. It should challenge the assumptions underlying the current corporate strategy.
7. It should welcome bad news.
8. It should welcome open-mindness and a spirit of inquiry and learning.
9. It should not be a bureaucratic mechanism.
10. It should not become ritualistic, stilted, or orchestrated.
11. It should not be too formal, predictable, or rigid.
12. It should not contain jargon or arcane planning language.
13. It should not be a formal system for control.
14. It should not disregard qualitative information.
15. It should not be controlled by "technicians."
16. Do not pursue too many strategies at once.
17. Continually strengthen the "good ethics is good business" policy.

Summary:

All organizations have a strategy, even if it is informal and unstructured. All organizations are heading somewhere, but unfortunately some organizations do not know where they are going.

There is a need for organizations to use strategic-management concepts and techniques. The strategic-management process is becoming more widely used by small organizations, large companies, nonprofit institutions, governmental organizations, and multinational conglomerates alike.

The process of empowering managers and employees has almost limitless benefits. It represents a logical, systematic, and objective approach for determining an enterprise's future direction.

To do Exercise:

    A.   Identify External opportunities and External threats to your University.
    B.   Identify internal strengths and internal weakness of your University.
    C.   Discuss the environmental scanning of any one private company.

Purpose:

To get familiarity with the concepts that we have learned in Chapter 1

Assignments:

1.   Describe the strategic-management process.

2.   Define and give examples of key terms in strategic management.

3.   Discuss the nature of strategy formulation, implementation, and evaluation activities.

4. Describe the benefits of good strategic management.

Chapter 2: Vision and Mission of Organization

Vision of Organization:

❖ A vision statement should answer the basic question, "**What do we want to become**?"
❖ A clear vision provides the foundation for developing a comprehensive mission statement.
❖ Many organizations have both a vision and mission statement, but the vision statement should be established first and foremost.
❖ The vision statement should be short, preferably one sentence, and as many managers as possible should have input into developing the statement.

The mission of Organization:

❖ The *mission statement* is a declaration of an organization's "**reason for being**."
❖ It answers the pivotal question "What is our business?"
❖ A clear mission statement is essential for effectively establishing objectives and formulating strategies.
❖ A typical mission statement can be of 3 to 5 statements.
❖ A mission is the foundation for priorities, strategies, plans, and work assignments.

Carefully prepared statements of vision and mission are widely recognized by both practitioners and academicians as the first step in strategic management (Joseph, 1994).

The Process of Developing Vision and Mission Statements

As indicated in the strategic-management model, clear vision and mission statements are needed before alternative strategies can be formulated and implemented.

As many higher authorities as possible should be involved in the process of developing these statements because through involvement, people become committed to an organization.

Steps in developing Vision and Mission:

1. A widely used approach to developing a vision and mission statement is first to select several articles about these statements and ask all managers to read these as background information.
2. Then ask managers themselves to prepare a vision and mission statement for the organization.
3. A facilitator, or committee of top managers, should then merge these statements into a single document and distribute the draft statements to all managers.
4. A request for modifications, additions, and deletions is needed next, along with a meeting to revise the document.
5. To the extent that all managers have input into and support the final documents, organizations can more easily obtain managers' support for other strategy(Charles, 1995)

Benefits of Vision and Mission statements:

King and Cleland (1979) recommended that organizations carefully develop a written mission statement in order to reap the following benefits:

a)   To ensure unanimity of purpose within the organization

b)   To provide a basis, or standard, for allocating organizational resources

c)   To establish a general tone or organizational climate

d)   To serve as a focal point for individuals to identify with the organization's purpose and direction, and to deter those who cannot from participating further in the organization's activities

e)   To facilitate the translation of objectives into a work structure involving the assignment of tasks to responsible elements within the organization

f)   To specify organizational purposes and then to translate these purposes into objectives in such a way that cost, time, and performance parameters can be assessed and controlled.[7]

Characteristics of a Mission Statement:

Following are the characteristics of mission statements (Robert, 1987):

Characteristics of a Mission Statement:

1. Broad in scope; do not include monetary amounts, numbers, percentages, ratios, or objectives
2. Less than 250 words in length
3. Inspiring
4. Identify the utility of a firm's products
5. Reveal that the firm is socially responsible
6. Reveal that the firm is environmentally responsible
7. Include nine components customers, products or services, markets, technology, concern for survival/growth/ profits, philosophy, self-concept, concern for public image, concern for employees
8. Reconciliatory
9. Enduring

   .

A Declaration of Attitude

- A mission statement is more than a statement of specific details; it is a declaration of attitude and outlook.
- It usually is broad in scope for at least two major reasons. First, a good mission statement allows for the generation and consideration of a range of feasible alternative objectives and strategies without unduly stifling management creativity.
- Second, a mission statement needs to be broad to reconcile differences effectively among, and appeal to, an organization's diverse *stakeholders*, the individuals and groups of individuals who have a special stake or claim on the company.
- Thus a mission statement should be *reconciliatory*.
- Stakeholders include employees, managers, stock-holders, boards of directors, customers, suppliers, distributors, creditors, governments (local, state, and foreign), unions, competitors, environmental groups, and the general public.
- Stakeholders affect and are affected by an organization's strategies, yet the claims and concerns of diverse constituencies vary and often conflict. All stakeholders' claims on an organization cannot be pursued with equal emphasis. A good mission statement indicates the relative attention that an organization will devote to meeting the claims of various stakeholders.
- The fine balance between specificity and generality is difficult to achieve, but it is well worth the effort. George Steiner offers the following insight on the need for a mission statement to be broad in scope:
- Most business statements of mission are expressed at high levels of abstraction.
- Mission statements are not designed to express concrete ends, but rather to provide motivation, general direction, an image, a tone, and a philosophy to guide the enterprise.
- An excess of detail could prove counterproductive since concrete specification could be the base for rallying opposition.
- Precision might stifle creativity in the formulation of an acceptable mission or purpose.

A Customer Orientation

A good mission statement describes an organization's purpose, customers, products or services, markets, philosophy, and basic technology.

A good mission statement reflects the anticipations of customers. Rather than developing a product and then trying to find a market, the operating philosophy of organizations should be to identify customers' needs and then provide a product or service to fulfill those needs.

Mission Statement Components

Mission statements can and do vary in length, content, format, and specificity. Most practitioners and academicians of strategic management feel that an effective statement should include nine components. Because a mission statement is often the most visible and public part of the strategic-management process, it is important that it includes the nine characteristics as summarized in Table 2-4, as well as the following nine components:

Customers—Who are the organization's customers?

Products or services—What are the organization's major products or services?

Markets—Geographically, where does the organization compete?

Technology—Is the organization technologically equipped?

Concern for survival, growth, and profitability—Is the organization committed to growth and financial soundness?

Philosophy—What are the basic beliefs, values, aspirations, and ethical priorities of the organization?

Self-concept—What is the organization distinctive competence or major competitive advantage?

Concern for public image—Is the organization responsive to social, community, and environmental concerns?

Concern for employees—Are employees a valuable asset of the organization?

Summary:

Every organization has a unique purpose and reason for being. This uniqueness should be reflected in vision and mission statements. The nature of a business vision and mission can represent either a competitive advantage or disadvantage for the firm.

A good mission statement reveals an organization's customers; products or services; markets; technology; concern for survival, growth, and profitability; philosophy; self-concept; concern for public image; and concern for employees. These nine basic components serve as a practical framework for evaluating and writing mission statements.

Well-designed vision and mission statements are essential for formulating, implementing, and evaluating strategy. Effective mission statements stand the test of time.

.

To do Exercise:

Purpose:

To get familiarity with the concepts that we have learned in Chapter 2

Assignments:

1. Write down various vision and mission statements of at least 4 companies.
2. Analyze them and write down the components and Characteristics of you observe in these vision and mission of the statements
3. Describe the nature and role of vision and mission statements in strategic management.
4. Discuss why the process of developing a mission statement is as important as the resulting document.
5. Identify the components of mission statements.
6. Discuss how clear vision and mission statements can benefit other strategic-management activities.
7. Evaluate mission statements of different organizations.

Purpose

Most universities have a vision and mission statement. The purpose of this exercise is to give you practice writing a vision and mission statement for a nonprofit organization such as your own university.

Instructions

Step 1 Write a vision statement and a mission statement for your university. Your mission statement should include the nine characteristics summarized.

Step 2 Read and Summarize your vision and mission statement

Step 3 Determine whether your institution has a vision and/or mission statement. Look in the front of the college handbook. If your institution has a written statement, contact an appropriate administrator of the institution to inquire as to how and when the statement was prepared. Analyze your college's vision and mission statement in light of the concepts presented in this chapter.

Chapter 3 SWOT Analysis: The External and Internal Assessment

SWOT is an acronym for Strength, Weaknesses, Opportunities, and Threats. The planning process comprises an environment and organizational analysis, the generation of strategic options and decisions as to which strategic objectives will be implemented (Sammut-Bonnici, 2002).

- Strengths, weaknesses, opportunities and threats (SWOT) analysis evaluates the internal strengths and weaknesses, and the external opportunities and threats in an organization's environment (Figure 2).
- The internal analysis is used to identify resources, capabilities, core competencies, and competitive advantages inherent to the organization.
- The external analysis identifies market opportunities and threats by looking at competitors' resources, the industry environment, and the general environment
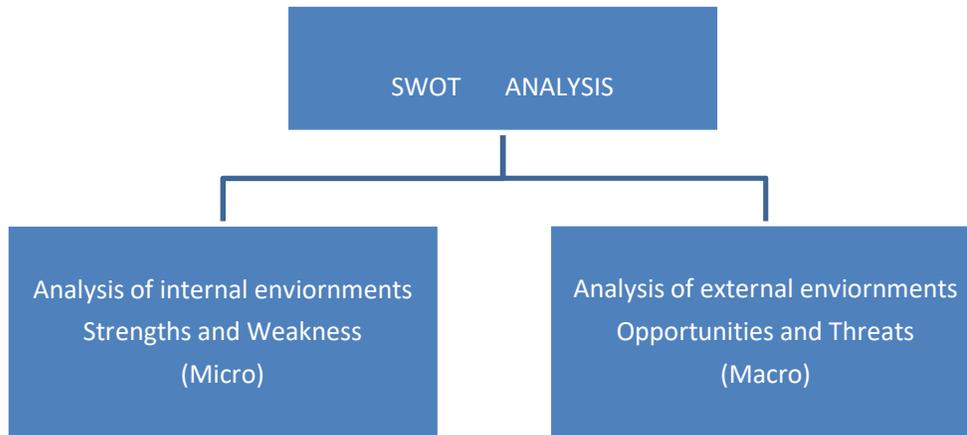

Figure 2

The objective of a SWOT analysis is to use the knowledge an organization has about its internal and external environments and to formulate its strategy accordingly (Ahmad Reza Ommani, 2011).

INTERNAL STRENGTHS AND WEAKNESSES

The components of an internal analysis of strengths and weaknesses are the firm's resources (summarized in Figure 2) into the functional categories of financial, managerial, infrastructural, suppliers, manufacturing, distribution, marketing, and innovation resources(Sammut-Bonnici, 2002).

Internal Strength and weakness (SW)			
Internal environment	Strength	Weakness	Action
Financial			
Managerial			

Infrastructural			
Suppliers			
Manufacturing			
Distribution channels			
Marketing			
Brand equity			
Innovation resources			

- ➲ Financial resources are defined as the extent to which an organization has access to capital.
- ➲ Managerial resources create the competencies of an organization in relation to the planning, control, and the leading of functions.
- ➲ Infrastructural resources are the backbone of the company allowing operations to run efficiently while providing information to improve the current processes.

External Opportunities and Threats (OT)

- ➲ Suppliers and the nature of their products and services will have a bearing on the competitive advantage of an organization. Different methods and techniques are used to rate and evaluate suppliers.
- ➲ Manufacturing resources such as plant, machinery, automation, and technical support are essential to develop quality products.
- ➲ Distribution channels can be analyzed to seek the strengths and weaknesses of logistics, partners, and distribution chain management
- ➲ Marketing functions are reviewed in terms of their effectiveness concerning industry knowledge through research, product development, product life cycle management, pricing policies, distribution channel design, and advertising, public relations, sales, and product promotion.
- ➲ Brand equity is the goodwill derived from the reputation of the organization and its brands. The strengths and weaknesses are extracted for different brand names, the market's perceptions of quality and reliability, and the organization's reputation with stakeholders such as suppliers, financers, prospective employees, channel members, and customers
- ➲ Innovation resources are part of the culture of an organization that encourages a climate for new ideas and technological capabilities, and has the capacity to innovate

Management practitioners are best advised to identify those factors that have a direct bearing on the ultimate source of competitive advantage that an organization is seeking to achieve (Sammut-Bonnici, 2002).

EXTERNAL OPPORTUNITIES AND THREATS

The objective of an external environment analysis is to help organizations recognize major developments and future implications (Hitt, 2012). The external environment consists of variables that are beyond the control of an organization, but which require analysis to realign corporate strategy to shifting business environments. This analysis identifies possible threats and opportunities for further expansion.

Internal environment	Strength	Weakness	Action
Competitor Environment			
Financial			
Managerial			
Infrastructural			
Suppliers			
Manufacturing			
Distribution channels			
Marketing			
Brand equity			
Innovation resources			
Industry Environment			
Intensity of rivalry among competitors			
Threat of new entrants			
Threat of substitute products			
Bargaining power of suppliers			
Bargaining power of buyers			
General Environment			
Political			
Economic			
Socio-cultural			
Technological			
Legal			
Environmental			
Demographic			
Ethical			
Regulatory			

The external analysis of opportunities and threats is categorized into three main areas (see Table 1).

1. **Competitor Environment**
2. **Industry Environment**
3. **General Environment**

Table 1: External Opportunities and Threats (OT)

C*ompetitor environment* focuses on the organizational resources of competitive rivals and conditions that are likely to affect future market shares, revenues, and profits. The analysis of the industry environment is based on Porter's framework of factors influencing an industry's dynamics and structure. The analysis of the general environment adopts frameworks from political, economic, social and technological (PEST) and its derivatives. The strategies that emerge from the three areas of analyses determine the organization's vision, mission, and strategic planning.

Competitor environment is an area of analysis that is largely concerned with the collection and processing of knowledge on rival firms. The methodology involves looking at each competitor, gathering information on resources, capabilities, core competences, and competitive advantage. The opportunities and threats to the organization become apparent as each element is identified.

Industry environment analysis is the review of factors that have a direct impact on the organization's income stream and that require a strategic response. The objective is to minimize negative implications and exploit positive opportunities. The analysis is based on Porter's five forces of competition, as follow intensity of competitive rivalry, threat of new entrants, power of buyers, power of suppliers, and the threat of product substitutes

General environment analysis looks at the broader dimensions of society and business that have consequences for the organization and its industry. The dimensions are typically viewed from political, economic, socio-cultural, technological, ecological, demographical, ethical, and regulatory perspectives.

To Do List

1. Write down internal strengths and weakness of your Institute/ University
2. Write down external opportunities and Threats to your Institute/ University
3. Make SWOT Analysis and suggest appropriate actions

Assignments

a)   Describe how to conduct an external strategic-management audit/analysis.

b)   Discuss 10 major external forces that affect organizations: economic, social, cultural, demographic, environmental, political, governmental, legal, technological, and competitive.

c)   Describe key sources of external information, including the Internet.

d)   Discuss the importance of monitoring external trends and events.

e)   Describe how to perform an internalstrategic-management audit/analysis. .

Chapter 4 Components of a strategic plan

Contemporary strategic plans have multiple components and each component serves a specific purpose. These components are planning tools used either separately or in groups, but their development is usually, of necessity, a linear progression (Karen, 2012).
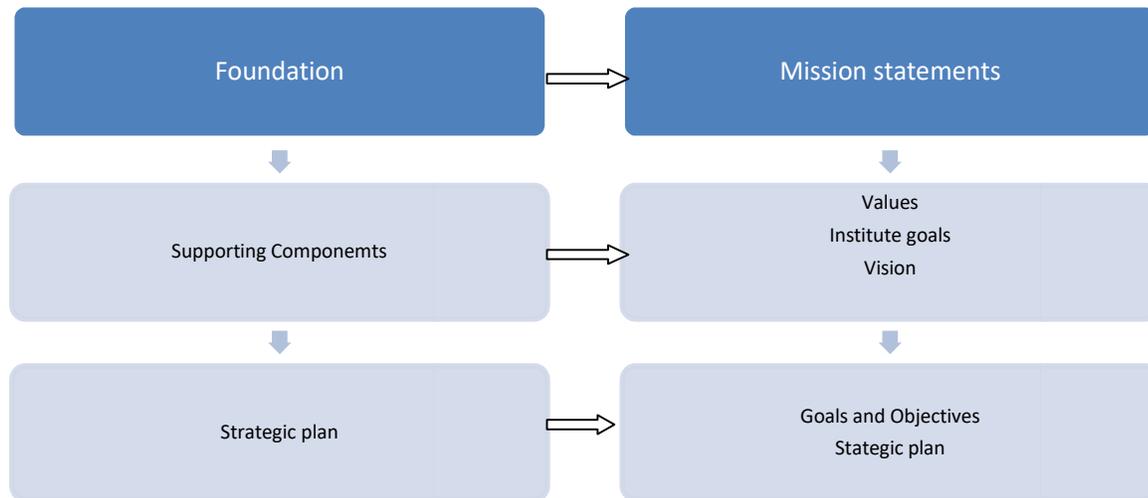

Foundation		Mission statements
Supporting Componemts	→	Values Institute goals Vision
Strategic plan	→	Goals and Objectives Stategic plan

Figure 3 Components of a strategic plan

The mission statement is the foundation for it because everything contained in the strategic plan must be aligned with the mission.

In addition to the mission statement, a vision statement, institutional goals, and an optional values statement comprise the supporting documents establishing the context for a strategic plan. These supporting documents provide specific points of guidance in the planning process. The vision statement is the expression of institution aspiration, and is based on analysis of the institution's environment. Institutional goals provide the mechanism for evaluating progress toward the vision, and values statements describe the manner in which the institution will work to achieve its goals.

Mission:

This statement delineates, in concise language, why the institution exists and what its operations are intended to achieve (Karen, 2012)..

Values:

Values explain what the institution stands for and the way in which it intends to conduct its activities. In some cases, these values are so important the institution has programs and assessment measures to support and sustain them as key elements

**The Institutional Vision Statement:**

The vision statement is an institution's clear description of what it intends to become within a certain timeframe. The vision statement defines the institution's strategic position in the future and the specific elements of that position with relationship to the mission statement (Karen, 2012).

Strategic Goals and Objectives:

The word goal connotes specific achievement; a target reached and "checked off".

The word objective is slightly more general in connotation. An objective helps set a course by giving a general direction, but an objective does not usually contain the specifics of its own completion.

The ultimate purpose of a strategic plan is to drive resource allocation. If the institution has a vision requiring additional resources, it phases implementation of that vision over time, including securing the resources to make it happen (Karen, 2012).

General structure of strategic plan –Figure 4
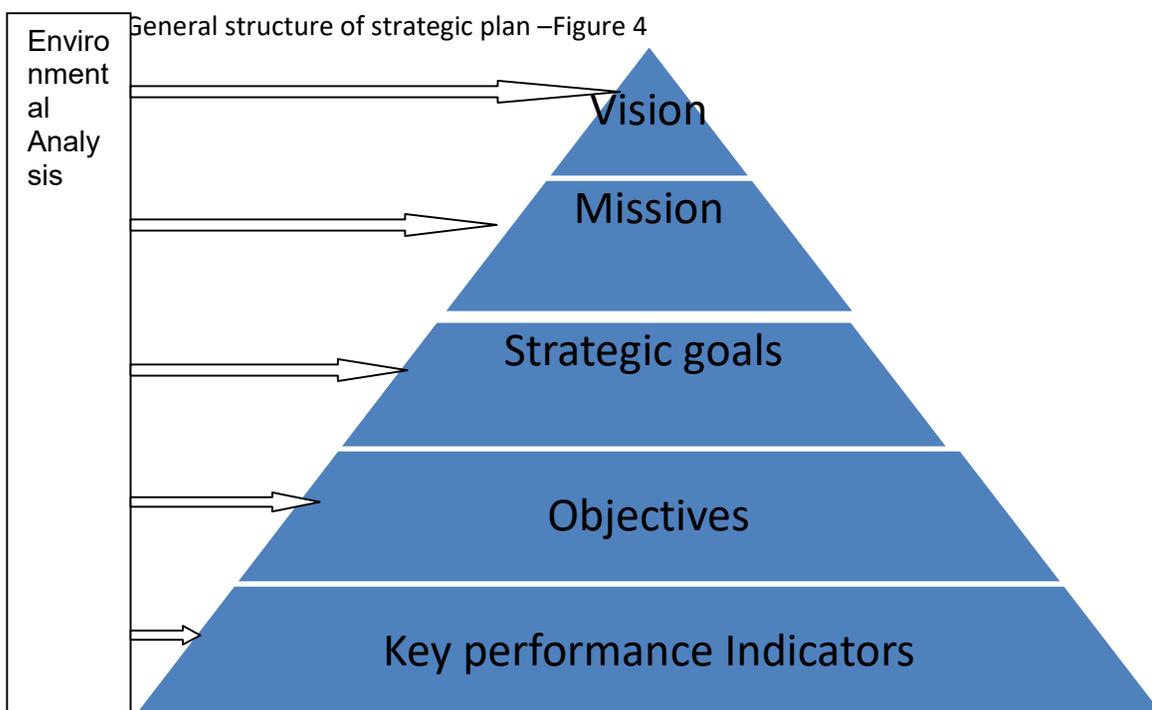
To do list

- Write down a components of strategic plan of any 2 organizations
- Discuss the ideas with the class or fellow colleagues

Chapter 5 Education for All

- ❖ Education is one of the inputs to ensure the quality of life of an individual.
- ❖ Every child has the right to education irrespective of age, gender, background, socio-economic status, race, caste, creed, religion and ability
- ❖ Our classrooms are diverse in terms of the types of children we teach and the ways the learners learn. Diverse classrooms have benefits for all learners and teachers.
- ❖ Children have different experiences, skills, knowledge, values and abilities.
- ❖ All children contribute and bring some ingredients to the teaching learning process of the classroom.
- ❖ We live in a society of increasing diversity where success will come to those who learn to work and live cooperatively with others. Every school has to accept inclusion as a basic value.
- ❖ Inclusive education means including not only children with disabilities in the class room but all children with diverse background and abilities.
- ❖ Actually getting these children into our classroom is only half of the challenge.
- ❖ The other half is in meeting all of their different learning needs as well as in giving special attention to those children who are usually excluded from the classroom or from participating/learning in the classroom.
- ❖ Children learn in a different ways because of hereditary factors, experience environment or their personalities. Consequently, we need to use a variety of teaching methods and activities to meet the different leaning needs of our children
- ❖ Every child has a fundamental right to education, and must be given the opportunity to achieve and maintain an acceptable level of learning
- ❖ Every child has unique characteristics, interests, abilities and learning needs, ·
- ❖ Education system should be designed and educational programmes implemented to take into account the wide diversity of these characteristics and needs, ·
- ❖ Regular schools with this inclusive orientation communities, building an inclusive society and achieving education for all; moreover, they provide an effective education to the majority of children and improve the efficiency and ultimately the cost effectiveness of the entire education system(Towards inclusive education, Manual, 2010).are the most effective means of combating discriminatory attitudes, creating welcoming

Integrated Education: Fig 5
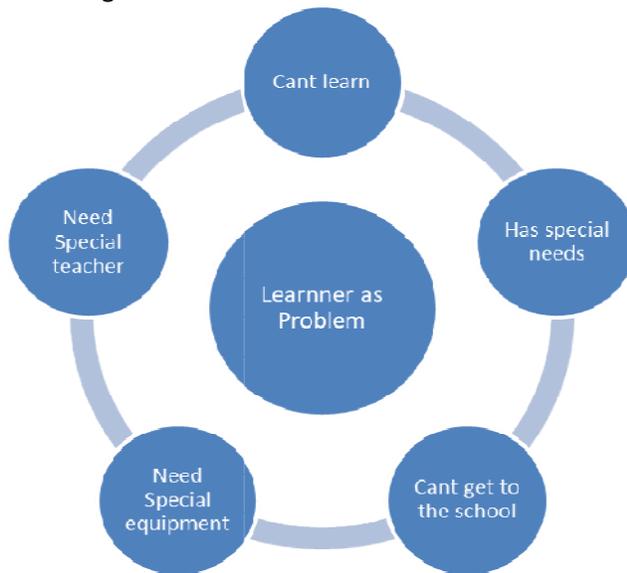
Inclusive Education: fig 6
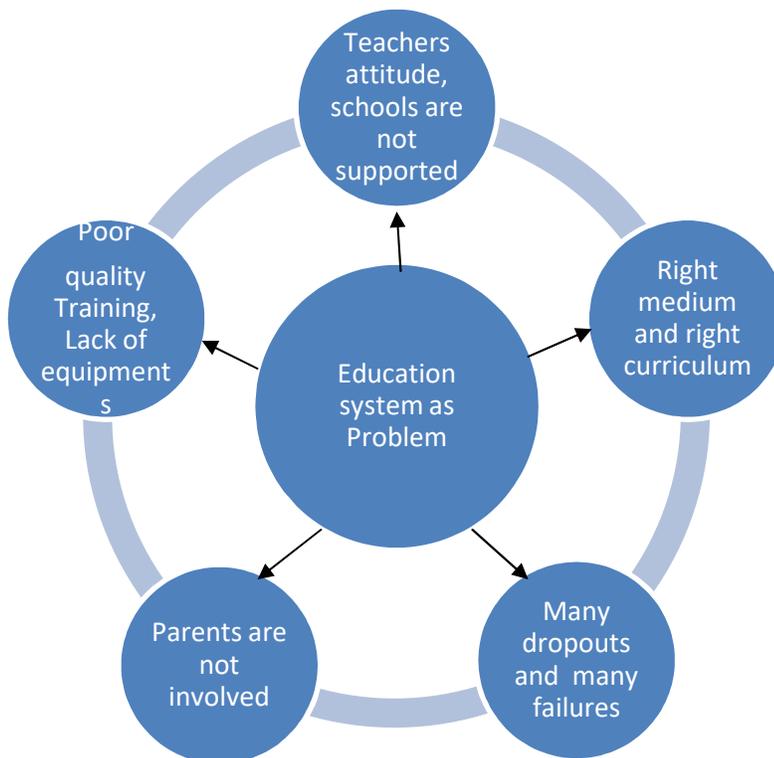
The difference between the concept of integration and inclusion is that while the former expects that the child's individual difficulty are the root cause of any difficulties in the school, the latter challenges the present day educational system as promoting exclusion. Therefore 'inclusion' actually challenges us to examine the barriers within the educational system and look for ways in which to promote participation and positive learning outcomes of all learners (Towards inclusive education, Manual, 2010).

To do list:

1. Differentiate the concept of Inclusion and integration with example of your experience as a general teacher
2. Do you feel that addressing the diverse needs of learners is the responsibility of the teacher? · If yes, so how would you accommodate the diverse learners in your classroom practice with all the constraints?

Chapter 6 Paradigm Shifts in Education

Different parts of the world are now in the process of globalization in technological, economic, social, political, cultural, and learning aspects. We are in an era when knowledge is expanding at an unprecedented rate. The emergence of the „knowledge based" society is changing the global economy and the status of education.

Transformation and reforms in education systems including curriculum reforms and technological innovations should be performed to echo the paradigm shift in education.

Both individuals and the society therefore need multiple developments in technological, economic, social, political, cultural, and learning respects.

Life-long learning and the learning society are necessary to sustain the continuous multiple developments of individuals and the society in a changing new century (Drucker, 1995).

According to Cheng (1999, 2000), the paradigm in education should be shifted from the traditional school-bound one to a new triplization paradigm.

The new paradigm emphasizes the development of students" **contextualized multiple intelligences** (CMI) (including technological, economic, social, political, cultural, and learning intelligences), and **the processes of triplization** (including **globalization, localization, and individualization**) in education.

In order to maximize the opportunities for development of CMI for students, globalization, localization, and individualization in education are important and necessary. Globalization refers to the transfer, adaptation, and development of values, knowledge, technology and behavioral norms across countries and societies in different parts of the world.

Few examples of **globalization** in education are:

- ❖ Web-based learning
- ❖ E-learning
- ❖ International visit/immersion programs
- ❖ International exchange programs
- ❖ Use of the Internet in learning and research
- ❖ International partnerships in teaching and learning at group
- ❖ Class, and individual levels
- ❖ Interactions and sharing through video conferencing across countries communities, institutions, and individuals
- ❖ Curriculum content on technological, economic, social, political, cultural, and learning globalization.

Localization relates to the transfer, adaptation, and development of related values, knowledge, technology, and behavioral norms from and to local contexts.

Few examples of localization practices in education include:

- ❖ Community involvement
- ❖ Public- institutional collaboration
- ❖ Institution-based management
- ❖ Inter-institutional collaboration
- ❖ Community related curricula
- ❖ Curriculum content on technological, economic, social, political, cultural, and learning localization.

Individualization relates to the transfer, adaptation, and development of related external values, knowledge, technology, and behavioral norms to meet individual needs and characteristics. The major implication of individualization in education is to maximize the motivation, initiative, and creativity of students and teachers in schooling, teaching, and learning.

Few possible measures are as follows: ¬

- ❖ Individualized educational programs
- ❖ Individualized learning targets, methods, and progress schedules
- ❖ Self initiated lifelong learning, self actualizing, and self motivation
- ❖ Self managing students and teachers
- ❖ Meeting individual special needs
- ❖ Development of contextualized multiple intelligences.

To Do Exercise

1. Write down the changes you have experienced in education in your field (University)
2. Discuss the globalization, Localization and Individualization components you have observed in your curriculum.

Chapter 7 Strategic planning in higher education

Before going to Strategic planning in higher education, let us have familiarity with types of planning.

Types of planning (Institute of Rural Management, 2008):

Perspective Planning and Annual Planning:

Perspective planning refers to long-term planning in which long range targets are set in advance for a period of 15, 20, or 25 years. A perspective plan, however, does not imply one plan for the entire period of 15 or 20 years. In reality, the broader objectives and targets are to be achieved within the specified period of time by dividing the perspective plan into several short-period plans of 4, 5 or 6 years.

Annual planning refers for 1 year plan.

Centralized and Decentralized Planning:

Under **centralized planning**, the entire planning process is under a central planning authority. The authority formulates a central plan, fixes objectives, targets, and priorities for every sector of the economy. The principle problems of the economy – what and how much to produce, how and for whom to be produced etc, are decided by this authority. The entire planning process is based on bureaucratic control and regulation. Naturally, such planning is rigid. There is no economic freedom and all economic activities are directed from above (Institute of Rural Management, 2008).

On the other hand, **decentralized planning** refers to the execution of the plan from the grass roots. Under it, a plan is formulated by the central planning authority in consultation with the different administrative units of the country. The central plan incorporates plans under the central schemes, and plans for the states under a federal set-up. The state plans incorporate district and village level plans. Under decentralized planning, prices of goods and services are determined by the market mechanism despite government control and regulation in certain fields of economic activity.

Decentralization in education, as the term seems to suggest, is all about shifting the location of those who govern. It is about transfers of authority from those in one (higher) location tothose in another (lower) location (Institute of Rural Management, 2008).

The main differences between strategic processes in business and higher education institutions could be summarized on the following points (Mohammed Ahmed Hassanien, 2017):

1- **Time frame**: The timeframe for business strategy is usually two to three years, while that of universities and colleges is usually five years.
2- **Sequence of events**: Business strategy starts with an analysis of the internal and external environments. This is followed by planning and finally implementation of the documented plan. In higher education, strategy starts by writing the mission, vision and values, then analyzing the internal and external environments, and finally writing the strategic goals and action plan.

3- **Elite planning**: This is a unique feature of business, and planning is generally a **topdown process.** However, in higher education, all stakeholders participated in the strategic process from the beginning. This could be explained by the difference between business and higher education from the aspect of centralized or command authority in business, which is not very strong in university (especially in dealing with staff members).

4- **Value system**: In higher education, each institution has its own unique educational guiding principles, which are quite different from the bottom line approach of businesses. This value system and guidelines have a strong effect on the strategic process and the steps followed in strategic process.

5- **Stakeholders**: In higher education, there are no specific stakeholders – students, employers, and the whole community is stakeholders. This is in contrast to business, which has specific customers according to its field. This was reflected in the difficulty of writing and agreeing upon mission and vision, as it needs all stakeholders to participate and agree on their formulation.

6- **Change**: Change is a unique feature in business due to many factors either internal or external. On the other hand, this is not the case in higher education in which preservation is most preferable by nature. However, emergent strategies to deal with change should be in place in all universities or colleges to deal with any emergent changes.

7- **Reward system**: In business, rewards are usually related to targets, achieving more benefits and customer satisfaction. In college, rewards are linked to teaching, research and community services, for each a system of key performance indicators should be in place to monitor the progress in these fields.

8- **A "loosely coupled system"**: Higher education institution could be considered as a multi-unit system consisting of many academic departments, they are working together for mutual benefit and the benefit of the whole college. All are working in alignment with the college's mission and vision, and the college as a whole is working in alignment with the university's strategy. However, with this framework of alignment, a certain degree of difference is present due to the different nature of each department.

STRATEGIC ANALYSIS MODELS FOR HIGHER EDUCATION

There are many strategic analysis models used for strategic analysis which used in business and corporate. They include and not limited to: PESTEL Analysis, Porter's Five Forces Model. The Boston Matrix (BCG Matrix) and SWOT analysis. Among those models, only PESTEL analysis and SWOT could fit the purpose of strategic analysis in higher education institutions

PESTEL Analysis:

The PESTEL (political, economic, socio technological, environmental and legal) analysis has different names in the literature, such as PEST [11] and STEPE [12].

The aim of the PESTEL analysis is to study the macro environment of organizations to identify how future trends in the political, economic, social, technological, environmental and legal environments might have an effect on organizations (Mohammed Ahmed Hassanien, 2017).

SWOT Analysis:

It is the tool that could collect these entire data to identify the organization's internal strengths and weaknesses, and threats and opportunities of the external environment, and c consequentially identifying the company's distinctive competencies and key success factors.

In other words SWOT analysis could relate environmental effects with strategic capability of organization compared with competitors. These e, along with considerations of organizational culture, lead to creation, evaluation, and choice of strategy, following this way organization strategy that ensure the best alignment between n the external environment and internal situation on, could be developed.

Model for Strategic Analyzing and Planning in Higher Education

[Mohammed Hassanien](#) developed a model for strategic analysis that is based on the exploring strategy model developed by Johnson et al.(2008) with its three elements namely,

- Strategic position,
- Strategic choices
- and strategy in action.

Keeping in mind the difference in context between business and governmental higher education organization, Strategy could be analyzed against those fourteen questions and summarized in the following Table 2, 3 and 4.

Table 2Strategic position

	Answer	Activity	Who is involved	Remark
SWOT Analysis				
What are the University/college strength and weakness?				
What is the basic purpose of the University/College?				
How does culture fit the Strategy?				

Table 3Strategic choices

	Answer	Activity	Who is involved	Remark
How should business units compete?				
Which fund activities to include in portfolio?				
Where should the University/College compete internationally?				
Is the University/College innovating appropriately? Should the				

University/College make partnership with other higher education institution, ally or go it alone?			
Are Strategies suitable, acceptable and feasible?			

Table 4
Strategy in action

	Answer	Activity	Who is involved	Remark
What kind of strategy-making process is Needed?				
What are the required University/College Structures and systems?				
How should the University/College manage necessary changes?				
Who should do what in the strategy process?				

Role of stakeholders in strategic planning:

In cases of college of engineering for example, stakeholders are (Richrdson, 2006):

1- Internal stakeholders: Students, staff members, administration and Strategic planning committee.

2- External stakeholders: Parents of students, the Ministry of Higher Education and even the whole community.

The following Table 5 summarize Assessment of Stakeholders' Engagement in the Strategic Process.

Table 5: Assessment of Stakeholders' engagement in the strategic process

Balanced Score Card (BSC)

Mohammed Hassanien suggested the Balanced Scorecard is the best solution for the development of an academic dashboard for the perspectives of learning and growth, internal processes, customers and finance (Wisniewski, 2004).

By using the BSC, an academic dashboard could be developed from four perspectives namely, financial, customer, internal processes and learning growth.

 Each perspective will be subdivided into subareas, which collectively cover all fields of that perspective. The four perspectives and their subareas will be interconnected in a causal relationship, considering the financial perspective as a result indicator driven finally by the other three operating indicators. By using this model, our college could focus its strategic issues and investments on these aspects, which will also connect to our mission and vision. In other words, the mission and vision will be translated into performance indicators. These will be effectively communicated to all employees in a manner that motivates them to implement the strategy of their business units or departments. This will be done in the presence of a good reward system that distinguishes employees and units according to target achievement measures through performance indicators (Wisniewski, 2004).

Suggested Components of Balanced Score Card's Perspectives
1-   Learning resources:
Infrastructure and facilities
Staff professionalism
Policy system and procedures
Organizational structure.
2-   Internal process:
Academic atmosphere
Good governance
Social responsibilities.
Learning process
Research
3-   Customers:
Learning quality
Graduate competencies
Learning Accessibility
Mutual Benefits
4-   Financial
Funding
Governmental

| Society |
| Grants. |

Summary:
The challenges which higher education institutions are facing nowadays raise the high demands to develop a new and innovative model for strategic analysis and planning that aims to help them to cope with these enormous challenges and to ensure their sustainability. A modified model which based on Johnson's model for strategic planning and analysis was described in this review and it could be applied in higher education institution. Any strategy model for universities should be consider three elements namely, Strategic position, Strategic choices and strategy in action. Certain actions should be taken also in consideration to improve the strategic process in higher education, like using the good to great approach, developing strategy using the Balanced Scorecard (BSC), Developing a strategic process evaluation questionnaire and Developing risk management plan.

To do list:

1. Write down the role of internal and external stakeholders in assessment of strategic process in your Institute
2. Prepare a Balanced score card for your institute.

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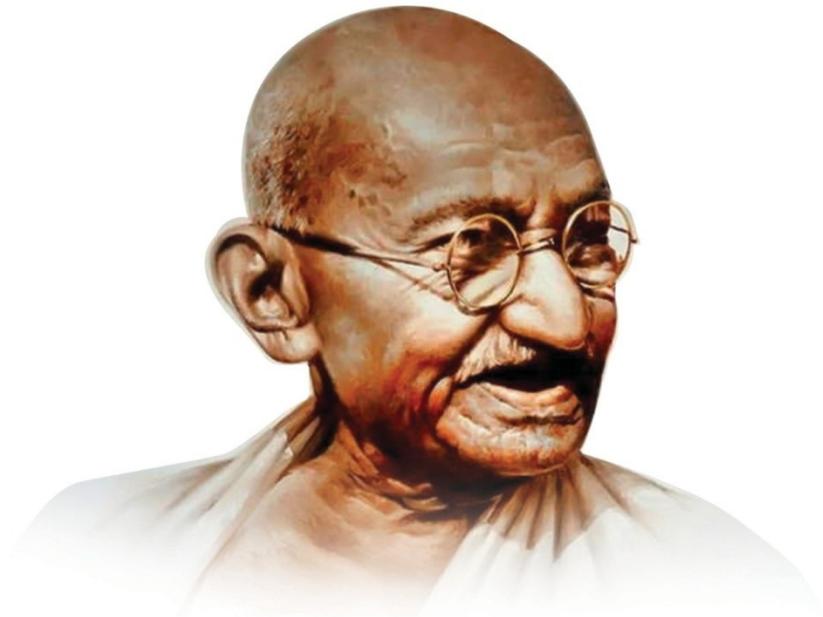PrahaladC.K. and Hamel Gary (1990)."The core competence of the corporation", Harward Business Review, 68(3), 79-91.

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