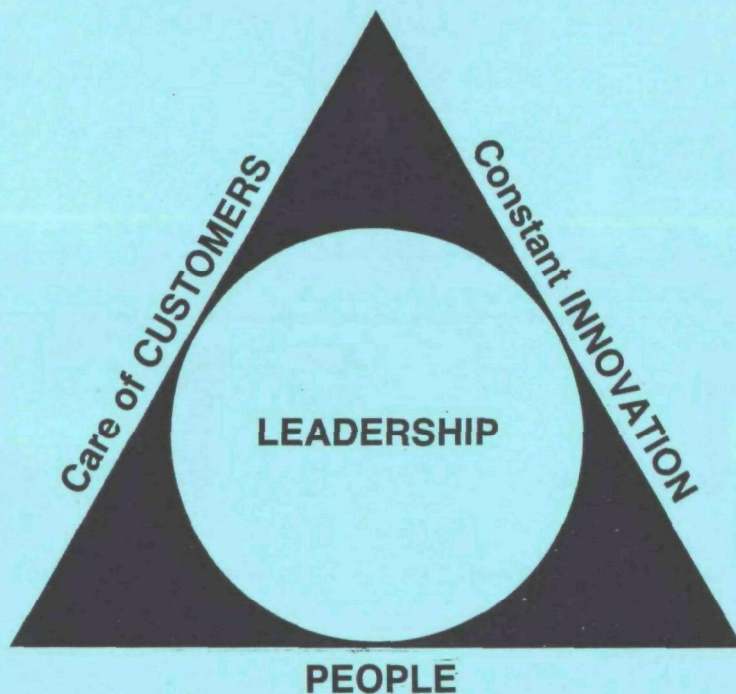




# **Selected Management Articles**

## **Strategic Planning**



# **STRATEGIC PLANNING**

**MARCH 1990**

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# **STRATEGIC PLANNING**

## **INTRODUCTION**

Strategic planning is the pattern of decisions in an organization that determines its mission. The strategic plan typically states the organizational mission, objectives, purposes and goals. It is a source for developing principal policies and plans for achieving goals. The strategic planning process helps define an organization's unique position in the context of clients' needs, societal trends and relationships with cooperative and competitive organizations. Often the increasing pace of change triggers the development of a formal strategic plan in organizations that previously relied on tradition or intuitive management.

This bibliography, **Strategic Planning**, was developed for use by EPA managers and staff for use in understanding and implementing strategic planning. Citations with descriptive abstracts identifying journal articles and books are grouped under the following topics: Definition and Benefits of Strategic Planning, Strategic Planning in the Public Sector, Environmental Case Studies, Strategic Planning Techniques, and Strategic Planning Readings: Management Books.

Citations were selected for their relevance to the special interests of EPA staff. This bibliography was compiled using the following databases, accessed through DIALOG, a commercial database vendor: ABI/INFORM, ENVIROLINE, MANAGEMENT CONTENTS, NTIS, POLLUTION ABSTRACTS and BOOKS IN PRINT.

Other EPA Headquarters Library Management Bibliographies are listed at the back of this bibliography. For additional management information services, contact Anne Twitchell, Head Reference Librarian, EPA Headquarters Library, 382-5922, or e-mail address A.TWITCHELL.

## **I. DEFINITION AND BENEFITS OF STRATEGIC PLANNING**

### **A Cycle of Organizational Strategy: The Adaptation Process in U.S. Regulatory Agencies**

Withane, Sirinimal

Organization Studies v9 n4 pp.573-597 1988

Longitudinal data on 8 US regulatory agencies are examined. A framework is proposed that incorporates: 1. the strategic choice view of organization-environment interactions, 2. the legitimacy concerns of regulatory agencies, and 3. the progression of adaptive cycles over time. The vertical dimension represents the varying organizational emphasis toward structure, while the horizontal dimension shows the differing organizational foci. The strategies of agencies over time are suggested by 8 variables. A Likert-type rating scale is used to measure the impact of these variables over different strategies. The findings suggest that the regulatory adaptation process is quite complex and dynamic. Agencies employ different strategic emphases from time to time and follow a certain pattern of strategy formation in their adaptive cycles. Charts. Tables. References. Appendix.  
(ABI/INFORM)

### **Strategic Planning: All the Right Moves**

Titens, Sherman Jay

Association & Society Manager v19 n6 pp.12-17 Oct/Nov 1987

Strategic planning is a way for an association to determine its direction for the future and to control its destiny. Strategic planning yields many benefits to an association, particularly because it provides a frame of reference for making decisions and solving problems. A strategic plan also can improve communication, promote teamwork, and allow an association to deal with many important issues. In planning its future, an association must determine: 1. the organization's purpose, 2. the priorities of members, based on an understanding of their needs, 3. who the current and potential members are, and 4. what kind of programs the members expect for their money. The strategic planning process generally includes the following steps: 1. focus group meetings with board members, the professional staff, other leaders, and the members, 2. a membership assessment/survey, 3. a strategic planning workshop, 4. a purpose audit, 5. a market audit, 6. an organization audit, and 7. development of a strategic plan, an operating plan, and an implementation plan. Tables. Charts. (ABI/INFORM)

## **Strategic Business Planning for the Small- to Medium-Sized Company**

Lurie, Steven M.

CPA Journal v57 n6 pp.90-92 June 1987

All businesses have strategies methods used to make or sell products or perform services. Strategic business planning is an organized effort to establish clear, long-term goals and to develop methods for achieving those goals. Companies of all sizes can benefit from a structured strategic planning process. Smaller companies need an organized planning process when input from management is required or when strategies are complex. Regardless of the extent of organization, planning is a continuous 7-stage process. These stages include: 1. an analysis of the company's current strengths and weaknesses in the areas of marketing, production, and finance, 2. the definition of the entrepreneur's personal goals for the business, 3. the definition of specific business goals, 4. the development of strategies to achieve the business goals, 5. the development and implementation of a 3-year plan with specific action programs, 6. the monitoring of performance, and 7. the reevaluation of goals and strategies. (ABI/INFORM)

## **Strategic Systems Planning: Does It Pay?**

Barnicoat, C. E.

Canadian Datasystems (Canada) v19 n3 pp.58-62 March 1987

By developing and maintaining a strategic systems plan since 1980, Alberta Energy, a department of the Provincial Government of Alberta, has been able to reduce systems development costs by up to 50%. The strategic systems plan also has made available relevant data for strategic business planning and decision making. The strategic assessment of the business was the first stage in the planning process. In the 2nd stage, information requirements were identified, and a systems architecture was established. In the 3rd stage, a technical direction was established that allows for systems integration and support. Among the contents of the Strategic Systems Plan are: 1. an executive summary, 2. the organizational strategic business objectives, and 3. systems budget protections for the plan period. Charts. References. (ABI/INFORM)

## **Strategic Planning Keeps You Ahead of the Pack**

Howard, James S.; Emery, John

D&B Reports v33 n2 pp.18-21,62-63 March/April 1985

Despite problems that some have had with strategic planning, it yields benefits more often than not. Strategic planning works best for a company that needs to change and is ready to do it. The planning process includes: 1. understanding the company, 2. determining both corporate and personal objectives, 3. considering future possibilities and charting a course, and 4. anticipating how the plan will be implemented and what feedback and controls will be needed. The owner of a small business can sort out the good choices from the bad in the planning process by looking at winning and losing strategies. While it is easy to study the successes of other companies, it is harder to learn from failures because companies avoid making their failures visible. One should not plan by following past habits and following the leader. Strategic planning must be based on relevant and complete information. The best strategy is based on knowing what one's customers want and being patient enough to pursue that strategy as a way of life. Chart. Graph.  
(ABI/INFORM)

## **II. STRATEGIC PLANNING IN THE PUBLIC SECTOR**

### **Information Systems Planning**

Wold, Geoffrey H.

Government Finance Review v5 n3 pp.23-26 June 1989

The need for a strategic, comprehensive information systems resources plan in municipal government is more evident today than ever before. The concept of strategic information systems planning is defined as the process of establishing goals, defining strategy and policy to achieve these objectives, and developing detailed plans to ensure that the strategies are implemented. Strategic information systems planning consists of 4 phases: 1. organization assessment, 2. analysis of city information requirements, 3. resource determination, and 4. monitoring the performance against the plan. Following these steps results in a 3- to 5-year strategic plan that enables data processing systems to achieve the goals of the city. The plan projects data processing expenditures for personnel, equipment, software, and other data processing costs to assist city management with decisions regarding allocation of resources. Charts. Tables. (ABI/INFORM)

### **Strategic Planning for a Public Sector Enterprise**

Karagozoglu, Necmi; Seglund, Ragnor

Long Range Planning (UK) v22 n2 pp.121-125 April 1989

The primary concern of strategic planning is matching organizational capabilities with the opportunities and threats of the environment. In the public sector, the adoption of strategic planning has been limited. Public sector enterprises are of special interest in the strategic planning field because they contain characteristics of both private and public sector organizations. An analysis of an organization's external environment is at the heart of all approaches to strategy-making in private sector companies. High environmental control over the organization creates a great deal of stability and predictability. Three sequential steps governing the strategic planning process in public sector enterprises are: 1. the metaplan, which refers to a plan of the strategic planning process itself, 2. the synoptic plan, which is based on a rational model of planning that has its roots in an analytic framework that is logical and comprehensive, and 3. the action plan, which is a negotiated version of the synoptic strategic plan and which is geared toward implementation of the negotiated goal. Charts. References. (ABI/INFORM)

## **IRM in the Federal Government: Opinions and Reflections**

Haney, Glenn P.

Information Management Review v4 n4 pp.39-45 Spring 1989

In the federal government, information resources management (IRM) is the equivalent of management information systems (MIS), which is used in private sector. IRM involves the acquisition, processing, communication, and retention of information and includes the management of the flow and use of all types of information within the organization. The Paperwork Reduction Act of 1980, which covered all areas of IRM and automatic data processing, has provided the framework necessary for IRM managers to effectively implement IRM concepts. A case report gives an overview of critical IRM issues faced by the US Department of Agriculture (USDA). The USDA's mission is to provide agricultural information, services, and programs. The Office of Information Resources Management (OIRM) provides leadership in the strategic planning and use of information resources by USDA agencies. The evolution of the USDA from the computer era to the information era requires a strategic vision of the future, as well as the integration of program and information planning. References. (ABI/INFORM)

## **A Strategic Planning Process for Public and Non-Profit Organizations**

Bryson, John M.

Long Range Planning (UK) v21 n1 pp.73-81 February 1988

Because changes in their external environments have destabilized their traditional sources of revenue and increased the numbers of requests for their services, strategic thought and action have become increasingly important to the effective survival of public and nonprofit organizations. These organizations have to ensure responsiveness, develop effective strategies to cope with the new environment, and develop a decision-making method. The key decision makers need a process to identify the most important issues facing the organization. A process is presented that is a generic guide to thought and action. Adaptable to suit a given situation, the process includes the development of an initial agreement concerning: 1. the strategic planning effort, 2. development and clarification of mission and values, 3. external environmental assessment, 4. strategic issue identification, 5. strategy development, and 6. a description of the organization in the future. Charts. References. (ABI/INFORM)

## **Back to the Future: Strategic Planning**

Gair, Robert B.

Bureaucrat v16 n1 pp.7-10 Spring 1987

In 1979, following a change in senior management and a large increase in public sector investment in Treasury Department marketable securities, the Bureau of Public Debt became involved with long-range strategic planning. Some of the results achieved include: 1. the development of a book entry securities transaction system that replaced paper securities with electronic data, 2. installation of a new mainframe computer, and 3. the conversion of US Savings Bonds from cardboard to paper stock. Long-range strategic planning is now at the heart of the bureau's overall management philosophy. Lessons learned from the experience include: 1. Hierarchical decision making has proved less effective than cooperative teamwork. 2. Replacing the small group with a single, authoritarian leader tends to shut out new ideas and stifle participation. 3. Every prototype for a long-range strategic planning program in the public sector should have a system for assessing the external environment for future trends that might affect the organization. References. (ABI/INFORM)

## **Strategy, Values, and Productivity**

Miller, Gerald J.; Rabin, Jack; Hildreth, W. Bartley

Public Productivity Review n43 pp.81-96 Fall 1987

It is argued that the values underlying strategy tend to differ in many ways from the values now prevailing in the profession of government financial management. For strategy to be useful, the concept and its advocates must confront the problems for productivity in changing value systems, however small these changes may be, as well as the inherent productivity problems when strategy is employed in a governmental, as opposed to a private-sector, setting. An attempt is made to: 1. outline the position of the advocates of strategy, 2. suggest the values that may lie behind a broader definition of strategy, 3. use legal, empirical, and deductive work to provide one interpretation of the values that underlie current government financial management, and 4. argue that current values and the values underlying strategy conflict when the future productivity of the public service is the criterion used for comparison. The value base of financial managers appears to favor control: Minimize cost given fixed or stable production. Tables. References. (ABI/INFORM)

**Strategic Decision Making: Influence Patterns in Public and Private Sector Organizations**

Kenny, Graham K.; Butler, Richard J.; Hickson, David J.; Cray, David; Mallory, Geoffrey R.; Wilson, David C.

Human Relations v40 n9 pp.613-631 September 1987

A study was conducted to examine whether differences exist between influence patterns in decision making in public and private sector organizations. Data from 30 UK organizations were gathered on 150 cases of strategic decision processes. In each of 3 organizations (a utility, a university, and a manufacturer), 2 decisions were studied in greater depth by intensive case study methods. Results indicated that there was a similarity in the pattern of pervasive involvement of interest units. That is, a bureaucratic homogeneity pervaded both sets of organizations. However, some interesting exceptions did occur. Government departments and agencies were more highly involved in public sector decisions than in private sector decisions. Finally, it was found that there were types of interest units that exerted little influence upon the decision making and others that were highly influential. Tables. References. (ABI/INFORM)

**The Dynamics of Strategy in Public Organizations**

Wechsler, Barton; Backoff, Robert W.

Journal of the American Planning Association v53 n1 pp.34-43 Winter 1987

To assist in investigating the dynamics of strategy in public organizations, a conceptual framework is set up that has 4 main sections: 1. the strategy environment, 2. strategy influencing decisions, 3. strategic events, and 4. the strategic outcome. The evolution of strategy from 1974-1984 is studied for 3 Ohio state government agencies: 1. the Department of Natural Resources, 2. the Department of Public Welfare, and 3. the Public Utilities Commission of Ohio. Data are from intensive interviews with 38 individuals in the 3 agencies and analyses of annual reports, budgets, and other documents. Findings suggest that changes in the strategy environment produce strategy pattern alterations in a particular agency. It seems that an administration must come to accept multiple strategies among agencies. Public agency strategy patterns are determined by the plans and actions of agency leaders and environmental forces. Tables. Charts. References. (ABI/INFORM)

**A Public Planning Perspective on Strategic Planning.**

Kaufman, Jerome L.; Jacobs, Harvey M.

Journal of the American Planning Association v53 p.23(11)  
Winter 1987

Strategic planning based on corporate practice is being put forward and used as an approach to more effective communitywide public planning. This article critically assesses the approach by comparing it to ideas common in the planning literature and by interviewing practitioners exposed to exercises in corporate-style strategic planning in their communities. We conclude that most of the ideas subsumed in this approach have been a part of planning education for decades and that most practitioners trained as planners view the approach as "old wine in new bottles." Nevertheless, we argue that planners should view the new popularity of corporate-style strategic planning as an opportunity to revive interest in planning.  
(Management Contents)

**Applying Private-Sector Strategic Planning in the Public Sector**

Bryson, John M.; Roering, William D.

Journal of the American Planning Association v53 n1 pp.9-22  
Winter 1987

Strategic planning is distinguished from more traditional planning in that it places emphasis on: 1. action, 2. consideration of a wide and diverse set of stakeholders, 3. attention to external opportunities and threats and internal strengths and weaknesses, and 4. awareness of actual or potential competitors. Using an outline of a public-sector strategic planning process developed by Bryson, Freeman, and Roering (1986) and Bryson, Van de Ven, and Roering (1987) as a framework, 6 corporate-style strategic planning approaches and their applicability to the public sector are discussed. The approaches are: 1. the Harvard policy model, 2. strategic planning systems, 3. stakeholder management, 4. content models (portfolio models and competitive analysis), 5. strategic issues management, and 6. process strategies (strategic negotiations, logical incrementalism, and innovation). A framework-for-innovation technique that incorporates many of the elements of the 6 approaches is presented. Tables. Charts. Diagrams. References.  
(ABI/INFORM)

## **Improving the Prospects for Plan Acceptance in Public Organizations**

Mushkat, Miron

Long Range Planning (UK) v20 n1 pp.52-66 February 1987

Public-sector planners recently have been urged to "think organizationally." Management science can help determine what form this thinking should take within a complex institutional setting. Churchman and Schainblatt's (1965) model provides a useful basis for smoothing the relationship between the public-sector planner and the operating manager. The mutual understanding propagated through the model, though, is idealistic, as it fails to address the need for persuasion throughout the problem-solving process. Experience indicates that there are other factors, in addition to cognitive style, that determine managerial response in the public-sector planning context. Participative model-building is not a mechanism likely to be widely embraced by public organizations. Public planners thus will need to resort to persuasion in their relationships with operating managers. Given the importance of the assumptions underlying the model, the investment in effort required for identifying forms of persuasion consistent with the concept of mutual understanding is highly desirable. Tables. Charts. References. (ABI/INFORM)

## **Towards Non-Incremental Strategies in Developing Public Products and Services**

Mushkat, Miron

European Journal of Marketing (UK) v21 n1 pp.66-73 1987

In designing strategies in the public sector, there are basically 3 main approaches: 1. incremental, where decision makers try to preserve the prevailing equilibrium by introducing small-scale changes and those changes that encourage continuity, 2. branching, in which the search is for options from other policy domains or other systems, and 3. inventive, which represents an attempt to develop action plans that have no precedent in the existing scheme or elsewhere. Usually, the incremental model is viewed as the one that illustrates most accurately the actual process of strategy development in the public sector. The logic used by incrementalism advocates appears quite persuasive on the surface, but reservations expressed by Goodin and Waldner (1979) and Dror (1971) have been especially cogent. A review of their critiques highlights the limitations of the incremental approach. Charts. References. (ABI/INFORM)

## **The Strategic Management Process at the Public Planning Unit Level**

Montanari, John R.; Bracker, Jeffrey S.

Strategic Management Journal (UK) v7 n3 pp.251-265 May/June 1986

A normative strategic management process for the public sector is described. The state agency or department is considered the strategic public planning unit (SPPU). Within a state government, each department provides a different service to an almost homogeneous segment of citizens. Each state unit operates in its own context and must meet the demands of varied constituency publics to be an effective service provider. The unique aspects of public-sector strategic management are recognized, and several stages that are specific to the public sector are integrated into an established private-sector strategic management framework. The SPPU strategic management process involves: 1. context analysis and strategy development, 2. implementation strategy, and 3. strategy evaluation. It is believed that state governments can benefit from this type of strategic management process. Charts. Graphs. References. (ABI/INFORM)

## **Strategic Planning and Management? Not Necessarily**

Halachmi, Arie

Public Productivity Review v10 n2 pp.35-50 Winter 1986

In strategic planning, one of the main features is the evaluation of the environment for opportunities and threats along with the assessment of organizational strengths and weaknesses. There are no constraints on the collection and analysis of information in the private sector, but in the public sector, there are laws and regulations that limit the ability of agencies to perform these tasks. Private sector performance is measured primarily by economic standards with a secondary group of indicators, such as sound organizational structure, employee morale, and public support. The secondary indicator group is of prime consideration in public sector resource allocation decisions. Strategic planning and management to improve productivity in the public sector is likely to be more successful in agencies dealing with areas like police, fire, public works, transportation, corrections, and sanitation. In such agencies, there is a higher likelihood of consensus on the basic mission of the organization, and their work involves technical and technological considerations. Tables. References. (ABI/INFORM)

**Strategic Management in Public and Private Organizations:  
Implications of Distinctive Contexts and Constraints**

Ring, Peter Smith; Perry, James L.

Academy of Management Review v10 n2 pp.276-286 April 1985

Public and private sector strategic managers work in different contexts that produce distinctive constraints on their behaviors and choices. Five key constraints on public sector managers are identified and discussed as 5 propositions involving: 1. policy ambiguity, 2. openness of government, 3. attentive publics, 4. the time problem, and 5. shaky coalitions. Two important implications of these 5 propositions are that strategic management in the public sector may be very difficult, and that the distinctive constraints imposed by the public context demand a quite different set of behavioral responses from public strategic managers. The processes and skills that public sector managers often depend upon in dealing with the demands associated with the 5 propositions can be classified under 4 types of behavior: 1. maintaining flexibility, 2. bridging competing worlds, 3. wielding influence, not authority, and 4. minimizing discontinuity. It appears that application of private sector models to the public sector is problematic; general models of strategic management are needed. Chart. References.  
(ABI/INFORM)

### **III. ENVIRONMENTAL CASE STUDIES**

#### **The Environmental Survey: Strategic Planning for the Environment Walker, Mary l.**

Natural Resources & Environment, v3 n2 p.29(5) Spring 1988

The environmental survey contains elements missing from conventional environmental audits. The former process was developed for application to doe installations as a means of sound long-range planning to correct environmental problems. In this one-time baseline effort, facilities are surveyed to obtain sufficient information to identify problems and areas of potential environmental risk and to establish priorities. Information derived from the environmental survey is used to prioritize mitigative and corrective actions. (Enviroline 88-081233)

#### **Strategic Planning and Energy Conservation**

Owens, Susan

Town Planning Review v57 n1 p69(18) January 1986

Land use planning can make an important contribution to energy conservation in the long-term. In practice, however, there has been little integration of energy considerations into strategic planning in the U.K. A survey of county planning authorities in England and Wales reveals the extent to which structure plans have included energy-related objectives, policies, and evaluation criteria. A willingness to try to integrate energy considerations into the structure planning process is expressed. Despite this interest, central government has not encouraged the inclusion of energy-related objectives and policies in structure plans. (Enviroline 87-008278)

#### **Strategic planning of seaport development in a global economy: Observations of an executive port director**

Boschken, H.L.

Coastal Zone Management Journal v14 N3 pp.193-215 1986

Seaport management is central both to the use of coastal resources and to the needs of a global economy. As the major point of commercial activity along the coast and as a source of pollution, harbors need to be administered strategically to provide the greatest benefit according to economic and environmental demands. This article is an annotated conversation that provides a practitioner's insight into the management of

change along the coastal zone. To address the problem, modern organization theory for new insight and application of concepts to practice are probed. (Pollution Abstracts)

**Health Issues and Legal Aspects of Asbestos Exposure in Buildings  
(strategic planning for cogeneration and energy management)**

Ewing W. M. ; Clay E. M. ; Spain W. H.

Association of Energy Engineers 8th World Energy Engineering  
Congress, Atlanta, October 22-25, 1985, p533(4)

The health hazards associated with asbestos in buildings are surveyed. Diseases associated with the inhalation of asbestos fibers include asbestosis, lung cancer, and mesothelioma. Statutory laws pertaining to this material and occupational exposures are examined, with emphasis on osha and EPA regulations. Most asbestos-related lawsuits are based on failure to adequately test, failure to adequately notify and/or warn, and failure to adequately remedy the problem. Controls and monitoring suggestions are summarized. (Enviroline 86-056603)

#### IV. STRATEGIC PLANNING TECHNIQUES

##### **Intuition & Strategic Planning: How Organizations Can Make Productive Decisions**

Agor, Weston H.

Futurist v23 n6 pp.20-23 November/December 1989

To achieve the goal of increased productivity, an organization must depend on its own abilities and those of its employees and on how human-capital resources are organized. Through the implementation of a brain-skill management program, an organization's strategic planning and decision making can be significantly improved. This program consists of the following major components: 1. a systematic search for and appropriate use of the intuitive talent that an organization already has or requires, 2. the integration of this talent with more traditional management approaches in the strategic-planning process to solve critical problems or issues, 3. the development of the intuitive talent within an organization for strategic problem solving, and 4. the creation of a supportive organizational environment in which this brain-skill management program can be implemented. Equations. Graphs. References. Tables. (ABI/INFORM)

##### **Getting at Strategic Change. (multi-national corporation management)**

Catoline, James E.

Training & Development Journal v43 p.74(5) November 1989

Multi-national corporations'(MNCs) management is responding to changing technology, high sales employee turnover, and increased worldwide competition by instituting strategic change programs. Interviewing managers in various countries' subsidiaries helps identify major problems. The support and verification of corporate managers should also be sought. A program, such as a worldwide conference on international subsidiary management and strategic planning, can then be planned. Logistical problems that may arise in planning such an event include: designating a location that is quiet, easily accessible and well-equipped; involving external experts; and arranging reasonable time-frames and budgets for the project. The conference's goals must also be identified. Results may include: organizational restructuring; changing the corporate marketing department's role; and market expansion by disbursing research and development (R&D) and manufacturing functions internationally. (Management Contents)

### **Testing Plans Against Alternative Futures**

Boshoff, Hentie

Long Range Planning (UK) v22 n5 pp.69-75 October 1989

Nine major shifts underlie the emerging new philosophy of forecasting and planning: 1. from a purely internal focus to an internal plus external focus, 2. from a single dimensional to a multidimensional approach, 3. from a short-term to a long-term focus, 4. from forecasting to identifying the direction of change, 5. from fixed certainties to incorporating uncertainty, 6. from a purely statistical approach to one that accounts for value judgments, 7. from technical to consultative planning, which takes into account corporate culture and climate, 8. from strategic planning to a strategic management that includes strategic decision making, and 9. from reactive to proactive planning. The best method for applying the changes in a practical planning process involves an interactive process between statistics and people-judgment that: 1. brings the underlying process of change to the forefront, 2. can conceptualize reactions to change, and 3. can cultivate an instinct for change in management. Charts. References. (ABI/INFORM)

### **Strategic Planning for the Management Business.**

Gray, John T.

Journal of Property Management v54 p.16(3) Sept-Oct 1989

Strategic planning, which involves conducting an overview of business practices and projecting goals, can play an important part in the success of a property management firm. However, suggested guidelines can make the process more successful. Steps in the strategic planning process can include: deciding on who will attend planning meetings; reviewing materials before attending meetings; and discussing corporate missions, environmental factors, and competitive analysis. There are many benefits of strategic planning such as: providing a bond between employees who work together during the planning process; developing a framework for employee self-management; and making firms face significant competitive issues. (Management. Contents)

### **Core Strategy: End Result of Restructuring?**

Waddock, Sandra

Business Horizons v32 n3 pp.49-55 May/June 1989

Core strategy means focusing on a few, usually related, strategic areas or business units in which a firm has built (or can build) a significant amount of knowledge and expertise. Core strategy,

as it is ultimately defined by restructured firms, can mean active involvement in some manageable number of industries that tap corporate and managerial expertise. A central element of core strategy seems to be the emergence of an operations- and customer-driven product-service mix. Core strategy requires a focus for investment opportunities, revolving around traditional or emerging areas of strength. Bringing a product-process nexus and a customer orientation to the strategic forefront requires numerous internal shifts in the business. These shifts involve the redistribution of power within the organization. A major theme that emerges in core strategies is the need for long-term capital, research and development, and product-process development. References. (ABI/INFORM)

### **What's the Logic of Strategic Planning?**

Schilit, Warren Keith

Management Review v77 n11 pp.41-43 November 1988

Strategic planning often is illogical because it fails to involve rational decision making, optimization or maximization, and a single goal. The planning process breaks down as planners neglect to consider certain basic elements. First, the personal values of the executives must be factored into the process. The illogical actions of those outside and beyond the scope of the company can create diversions to planning strategy. Finally, political activity poses a force that is impossible to completely evaluate. Planners can compensate for these illogical aspects by: 1. stressing strategic thinking, 2. avoiding analysis-paralysis, 3. being flexible, 4. considering illogical events, 5. planning informally, 6. using multiple reference points, and 7. using political tactics whenever appropriate. Although these suggestions are beneficial, the planner should maintain the standard analytical tools of the profession. A comprehensive planning process incorporates the factor of uncertainty created by illogical elements. (ABI/INFORM)

### **Gearing Up for a Strategic Change**

Clark, Richard S.

CA Magazine (Canada) v121 n5 pp.24-35 June 1988

Managing change is one of the most demanding tasks any chief executive faces. Most managers are familiar with change management, but they tend to approach change by following a standard routine. Strategic change is not routine. It upsets the links between activities in 3 systems: 1. the production system, 2. the political system, and 3. the cultural system. Successful change strategies are built around the concept of systems alignment, maintaining congruence among these 3 systems.

Diagnosing alignment problems involves analyzing these 3 systems in terms of 6 organizational components that are change "levers." These are: 1. mission or strategy, 2. task analysis, 3. formal organization, 4. people, 5. control, and 6. informal organization. In getting people to do things differently, managers must understand the resistors to change, such as fear of loss without compensating gain. Steps managers can take to reduce resistance in the course of a change program include: 1. Explain why change is necessary. 2. Involve potential resistors in the process. 3. Communicate. Promoting strategic change helps make it happen, giving the programs visibility and personality. Tables. Charts. (ABI/INFORM)

#### **Improving the Effectiveness of Strategic Decision Making Using an Integrated Decision Support System**

Bidgoli, Hossein; Attaran, Mohsen

Information & Software Technology (UK) v30 n5 pp.278-284

June 1988

An integrated decision support system (DSS) is needed to provide the variety of information needed for strategic decision making. Such information should be primarily external, timely, and appropriate. The DSS should be able to gather and analyze data and information from such major business functional areas as production, marketing, and finance. Integrated DSS design is now a reality, thanks to the availability and declining cost of powerful DSS products. The proposed DSS model can provide immediate responses to requests for information about the costs of producing and selling a particular product. "What if" questions can be posed to test different environmental assumptions. A timely multidimensional DSS model provides answers almost immediately. External data can be accessed from outside databases. Within the DSS, an expert system (ES) can be employed to diagnose problems, analyze information, and recommend alternatives. ESs are expected to become useful tools in DSSs and add to the many unique features that make the DSS the ultimate strategic decision-making tool for the future. Tables. Charts. References. (ABI/INFORM)

#### **Alternative World Scenarios for Strategic Planning**

Taylor, C. W.

Army War Coll. Strategic Studies Inst., Carlisle Barracks, PA.

January 20, 1988 82p.

This Futures Report offers Department of the Army (DA) and Department of Defense (DOD) planners, decisionmakers, and policymakers useful ways to describe and examine alternative futures. The report provides methods to project trends or events

into the long-range future while retaining their plausibility. Additionally, it presents possible alternative conditions, trends and events that are likely to influence and challenge future defense postures. Finally, the report introduces a plausible framework for considering common future world environments in midrange and long-range planning. (NTIS)

#### **The Strategic Planner's Toolbox**

Clark, Richard S.

CA Magazine (Canada) v120 n7 pp.24-34 July 1987

Four recently developed quantitative techniques can simplify corporate strategic planning. First, game theory can help companies analyze competitive situations to select the best strategies. In developing a new strategy, the company should consider the industry structure and the possibility of retaliation. Game theory also can assist with pricing and defensive strategies. Second, decision theory allows managers to use their experience in a disciplined and structured manner to construct decision trees for analyzing strategies affected by risk and uncertainty. Third, experience curves are based on the premise that value-added costs adjusted for inflation decline systematically when cumulative volume increases. The underlying factors reflected by experience curves include: 1. learning, 2. technological advances, and 3. scale effects. Fourth, such computer-based new decision support systems as Alacrity, Expert Choice, and Decision Map allow microcomputer users to evaluate alternatives in strategic planning. Illustrations. Tables. Graphs. Diagrams. (ABI/INFORM)

#### **An Examination of the Influence of Middle-level Managers in Formulating and Implementing Strategic Decisions.**

Schilit, Warren Keith

Journal of Management Studies v24 p.271(23) May 1987

The upward influence of middle-level managers (MLMs) on strategic planning and decision-making is examined. It was found that: (1) upward influence activity was more prevalent in low risk-return types of strategic decisions than in high risk-return decisions; (2) upward influence activity was more prevalent during the implementation of strategic decisions than during the formulation of such decisions; (3) managers most often used rational arguments in their influence attempts; (4) managers were more likely to be successful than unsuccessful in influencing their superiors in strategic decisions; (5) managers most often attributed their success in influencing their superiors to internal causes and their failures to external causes; (6) managers from private sector organizations exerted influence in

both high risk and low risk strategic decisions more frequently than did managers from public sector organizations; and (7) the number of years working with the superior was the best predictor of successful interactions and of risky decisions. Some insight into the development of widespread strategic thinking in an organization is provided. (Management Contents)

**Categorizing Strategic Issues: Links to Organizational Action**

Dutton, Jane E.; Jackson, Susan E.

Academy of Management Review v12 n1 pp.76-90 January 1987

A general conceptual framework is presented that is concerned with how the meanings attached to strategic issues by decision makers are translated into organizational responses. The model integrates an interpretive view of organizational decision making with cognitive categorization theory, providing a framework for understanding why organizations in the same industry respond differently to the same environmental events and trends. It is believed that labeling an issue as either a threat or an opportunity affects both subsequent information processing and the motivations of key decision makers. It also is argued that decision makers' cognitions and motivations systematically affect the processing of issues and the types of organizational actions taken in response to them. The model helps researchers better understand the problem sensing and diagnosis process in decision making. Tables. References. (ABI/INFORM)

**External Scanning - A Tool for Planners. (identifying emerging trends and the strategic planning process)**

Pflaum, Ann M.; Delmont, Timothy J.

Journal of the American Planning Association v53 p.58(11)  
Winter 1987

Public managers and planners inevitably face changing social, economic, political, and technological conditions. Accordingly, they need to be able to identify those issues and trends in the external environment that will affect their own organizations. External scanning is a tool that has been used in the corporate sector and more recently has been found in the public sector. This article is based on a review of the literature on external scanning; the authors' experience as researchers, consultants, and teachers; and a survey of 10 public-sector institutions that practice external scanning. The authors suggest a model for public-sector external scanning that uses in-house volunteers to carry out the classic functions of external scanning: scanning, analysis, and reporting. (Management Contents)

**The Effect of Management Styles on Strategic Planning. (analysis of six management styles and their impact on corporate strategic planning)**

Mullen, Thomas P.; Stumpf, Stephen A.

Journal of Business Strategy v7 p.60(16) Winter 1987

A four-year research project that observed the decision-making abilities of 531 executives and 410 business students identified six patterns of speech which reflect management styles related to strategic planning: (1) identifiers, (2) sorters, (3) selectors, (4) unilateral discriminators, (5) evolvers, and (6) searchers. These styles are analyzed as to their effectiveness in varying corporate planning situations, using the ISSUES model (named from the initial letters of each style of management identified). A case history for each management style reveals the speech patterns, strengths, weaknesses, psychological aspects, decision styles, and personality traits associated with each managerial classification. The study concludes that management styles affect: strategic issue identification, organizational effectiveness, interpersonal relationships among executives, and the corporate decision-making process. (Management Contents)

**Defining Strategic Problems: Subjective Criteria of Executives**

Lyles, Marjorie A.

Organization Studies v8n 3 pp.263-279 1987

Strategic problems have a substantial influence on the entire organization and are more complicated and ill-defined than other problems. Most strategic problems are unstructured, and there is no one best way for formulating the nature of the problem. Strategic problem formulation (SPF) is a critical aspect of strategic decision making for these problems. A survey instrument mailed to Fortune 500 firms in 6 industries yielded 102 usable replies. Based on Lyles and Mitroff (1980) and Lyles (1981), the survey included 14 items corresponding to the activities of SPF, and a semantic differential scale with 12 items was set up to reflect composite scores representing clarity, politicality, and complexity. It was indicated that managements do value and recognize the complexity of the SPF process. The SPF process employs more complicated inquiry methods than those used in well-defined problems, and these methods are seen by managers as clearer than more simple inquiry techniques. Tables. Charts. References. Appendix. (ABI/INFORM)

## **V. STRATEGIC PLANNING READINGS: MANAGEMENT BOOKS**

(Starred titles are available in the Headquarters Library Management Collection.)

### **Applied Strategic Planning: A How to Do It Guide**

Pfeiffer, J. William; Goodstein, Leonard D.; Nolan, Timothy  
University Associates, 1986 544p.

### **\*\* Cases in Strategic Management**

Rowe, Alan J., et al.

Addison-Wesley, 1986

HD30.28.C39

### **Corporate Strategic Planning**

Capon, Noel; Farley, John U.; Hulbert, James M.

Studies in Business, Government, & Society

Columbia University Press, 1987 592p.

### **\*\* Corporate Strategies: A Selection of Readings from Business Week**

Hayes, Roger & Watts, Reginald

Nichols Publishing, 1986

HD60.H394

### **Designing Organizational Futures: A Systems Approach to Strategic Planning with Cases for Public & Non-Profit Organizations**

Ziegenfuss, James T., Jr.

C C Thomas, 1989 212p.

### **The Executive Guide to Strategic Planning Below**

Patrick J.; Morrissey, George L.; Acomb, Betty L.

Management Series

Jossey-Bass, 1987 159p.

### **Getting Value from Strategic Planning: Highlights of a Conference**

Caropreso, Frank, Ed.

Report Series No. 915

Conference Board, 1988 79p.

### **Handbook of Strategic Planning for Nonprofit Organizations**

Espy, Siri N.

Praeger, 1986 143p.

### **\*\* Making Strategy Work: How Senior Managers Produce Results**

Hammermesh, Richard G.

John Wiley, 1986 245p.

HD30.28.H35

### **Knowledge-Based Systems for Strategic Planning**

Mockler, Robert J.

Prentice-Hall, 1988 368p.

**Plan to Succeed: A Guide to Strategic Planning**  
Stryker, Steven C.  
Petrocelli, 1986 330p.

**Practical Strategic Planning: A Guide & Manual for Line Managers**  
Anthony, William P.  
Greenwood, 1985 217p.

**Strategic Planning**  
Holloway, Clark  
Nelson-Hall, 1986 382p.

**Strategic Planning**  
Knutson, J.  
AMACOM, 1987

**Strategic Planning: Contemporary Viewpoints**  
Ensign, Marie; Adler, Laurie N.  
The Dynamic Organization Series  
ABC-Clio, 1985 231p.

**Strategic Planning: Development & Implementation**  
Melcher; Kerzner, Harold  
TAB Bks, 1988

**\*\* Strategic Planning: Selected Readings**  
Pfeiffer, J. William, Ed.  
University Associates, 1986 525p. HD30.28.S7345

**Strategic Planning: Threats & Opportunities for Planners**  
Bryson, John M., Ed.; Einsweiler, Robert C., Ed.  
Planners Press, 1988 300p.

**Strategic Planning & Management: A Review of Recent Experiences**  
Hanna, Nagy  
Working Paper,; No. 751  
World Bank, 1985 100p.

**Strategic Planning & Management Control Systems for Survival & Success**  
Camillus, John C.  
Lexington Books, 1986 272p.

**Strategic Planning & Management Handbook**  
King, William R., Ed.; Cleland, David I., Ed.  
Professional Books Series  
Van Nostrand Reinhold, 1986 644p.

**Strategic Planning for Competitive Advantage**  
Fetters, Eben G.  
Amererican ComVision Inc., 1989 102p.

**\*\* Strategic Planning for Human Resources**

Director, Steven M.

Studies in Productivity,; No. 42

Work in America, 1985 46p.

HD30.28.D56

**Strategic Planning for Public & Nonprofit Organizations: A Guide to Strengthening & Sustaining Organizational Achievement**

Bryson, John M.

Jossey-Bass, 1988 335p.

**Strategic Planning in Energy & Natural Resources: Proceedings of the 2nd Symposium in Analytic Techniques for Energy, Natural Resources, & Environmental Planning, Philadelphia PA, 3-4 April, 1986**

Lev, B., Ed.; Bloom, J.A., Ed.; Gleit, A.S., Ed.; Murphy, F. H., Ed.; Shoemaker, C., Ed.

Studies in Management Science & Systems,; No. 15

Elsevier, 1987 340p.

**The Strategic Planning Management Reader**

Fahey, Liam

Prentice-Hall, 1989 448p.

**The Strategic Planning System**

Fantus, James E.

Concept Management, 1988 190p.

**Successful Strategic Planning: Case Studies**

Steeple, Douglas W., Ed.

New Directions for Higher Education Series; No. 64

Jossey-Bass, 1988



## **EPA HEADQUARTERS LIBRARY MANAGEMENT COLLECTION**

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by Anne Twitchell, December 1989  
EPA/IMSD-89-009
2. **LEADERSHIP: QUALITY MANAGEMENT FOR THE FUTURE**  
by Anne Twitchell, September 1989  
EPA/IMSD-89-005
3. **COMMUNICATION SKILLS FOR EFFECTIVE MANAGEMENT**  
by Anne Twitchell, June 1989  
EPA/IMSD-89-003
4. **EFFECTIVE PERFORMANCE APPRAISALS**  
by Anne Twitchell, March 1989  
EPA/IMSD-89-002
5. **OFFICE OF THE FUTURE: THE MANAGER'S ROLE**  
by Anne Twitchell, December 1988  
EPA/IMSD-88-013
6. **OFFICE OF THE FUTURE: THE CHANGING ROLE OF SECRETARIES**  
by Mary Hoffman and Anne Twitchell, revised May 1989
7. **MANAGEMENT TRANSITION**  
by Mary Hoffman and Anne Twitchell, September 1988  
EPA/IMSD-88-007
8. **MANAGING IN THE PUBLIC SECTOR**  
by Mary Hoffman, March 1988  
EPA/IMSD-88-003
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by Mary Hoffman, December 1987  
EPA/IMSD-87-011
10. **INTRAPRENEURSHIP: THE EMERGING FORCE**  
by Mary Hoffman, September 1987  
EPA/IMSD-87-009
11. **SUPERVISORS AND HUMAN RESOURCES MANAGEMENT**  
by Mary Hoffman, June 1987  
EPA/IMSD-87-006
12. **TECHNICAL EXPERT TURNED MANAGER**  
by Mary Hoffman, March 1987