

Trace how the strategic management has evolved. Also discuss the opportunities and constraints on collaborative approaches to an effective strategy development and its implementation.

1: Introduction

Globalization has totally changed the policy planning, deployment, implementation and evaluation methods. Harold Lasswell was the first man who formalized the policy planning processes as an industrial revolution came with a lot of social and economic problems. Therefore, the need for strategic planning felt. Hence, many stakeholders get involved in this process.

The collaborative approach of an effective strategy management holds many positive factors like data collection, socio-economic perspectives of policy etc. On the other hand, lack of accountability, delays and extravagance are some of its negative impacts.

2: What is strategic management?

Strategic management is the

combination of two words; strategy and management.

"Strategy is the long-term determination of goals and objectives of the organization and corporate, adoption of certain measures and allocation of resources to accomplish the goals."

(Alfred Chandler, Jr.)

Management involves from planning process to decision-making. So, strategic management involves deployment, implementation, evaluation of the policy and the transformational leadership.

3: How the process has evolved?

Strategic management has evolved by through traditional to advance methods of planning.

(a) Traditional strategic planning

During 1950-1970 traditional methods of policy making were used involving long-term policy; traditional

SWOT analysis
or no flex

(b) Strategic
with

Quade i
economic
population,
etc to b

the devel
managemen

Lord Less
recognizer
1980s.

(c) Basic
state of
process:

(i) Plan

time +
not b

SWOT analysis and policies with little or no flexibility.

(b) Strategic management in (1980s) with advance methods

Quade identified some social and economic problems including crime, population, pollution, poverty, unemployment etc to be responsible for the development of strategic management.

Lord Lesswell, was the first to recognize the policy importance in 1980s.

(c) Basic differences and the current state of strategic management process:

(i) Planning to plan:

There must be an appropriate time to plan. The organization must not be at the middle and start of

(iii) Crisis: When existing business plan fails

Example

Structural changes must not be made during flood like situation in country when policy making in disaster management.

(ii) Planning roles: There must be multiple planning committee members.

Example

Leaders, workers, researchers, foreign policy makers, experts, social workers.

(iii) Mission, vision, value and actions

There must be clear course of actions of any organization.

Example

- (i) completing project in 5 years
- (ii) It will help local community to get employment

(iv) SWOT Analysis with PESTAL analysis
Now SWOT Analysis is interpreted

in terms of Political, economic, social, technology and Law situation of the country.

	Helpful	Harmful
Internal origin	Strength	Weaknesses
External origin		Threats

SWOT Analysis

Example

Diamer Basha Dam in Pakistan having water and power reservoirs in two different areas due to political and social situations of the country.

(v) Identify and prioritize objectives

Identifying and then prioritizing the objectives is an important step of strategic management process involved.

- (a) Not selecting more than 5 objectives
- (b) Considering external threats as internal and work on it
- (c) Not to override external control
- (d) Look back at the mission

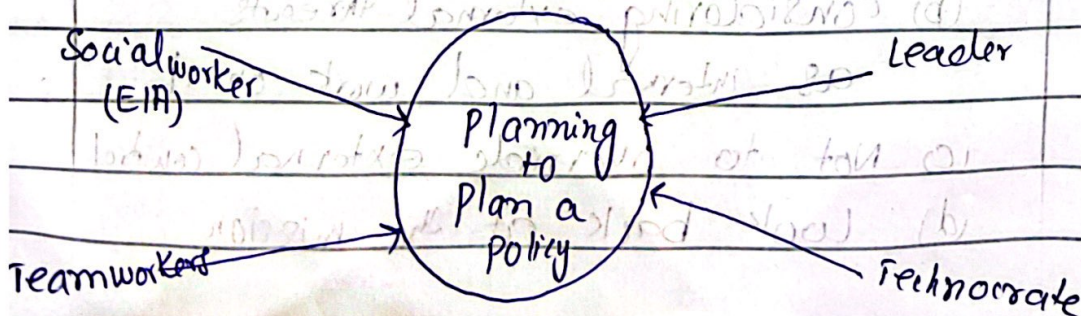
(d) Affect of Technology and globalization on modern strategic management process

Modern Strategic management processes involved the advanced technological tools. These tools were not this efficient in past years. This created a much difference with traditional strategic management process.

Example: Access to google data now
4: opportunities of collaborative approaches to an effective strategy development and implications:

1: Data collection from multiple sides: become cause of analysis multiple affects of policy

Example
Social inputs data, economic, political and cultural impact



2: Consensus building

Involving multiple agencies and stakeholders will promote consensus and unity.

Example

Community welfare programmes

3: Impact evaluation through the prism of multiple stakeholders

How the policy will be going to affect public in social, economic and cultural ways.

Example

Total budget required and output of project

4: Time efficiency

Many people will efficiently deal the work in minimum time.

Example

Taylor's scientific management approach

5: Constraints of collaborative approaches to an effective strategy development and its implementation:

(a) Lack of accountability

The main constraint of collaborative

approaches is the lack of accountability, when more people will be involved it will be difficult to identify culprit.

(b) Chances of corruption

Lack of accountability leads to corruption. when the culprit will not be identified, the chances of corruption are high.

(c) Decision making delays:

Achieving consensus in collaborative settings and taking decisions timely is really crucial that become cause of slowing down decisions.

(d) Potential for groupthink:

Dissenting opinions are suppressed in favor of conformity, potentially leading to supoptimal decisions.

6: Conclusion:

Strategic management process has moved from traditional to advanced methods due to technology and globalization. Hence, addressing societal demands in more effective manners.