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Strategic planning made understandable

By George F. Simons

This is a basic management textbook in strategic planning. Unlike so many of its genre, Global Strategic Planning is easy to read, even for one not taking a management course. It is a complete and up-to-date review of management theory and practice for global organizations, and it provides the extra value of addressing, as few non-specialized textbooks do, the implications of contemporary management praxis for public and non-profit organizations.

Katsioloudes grounds the strategic planning process in the basics of management. He then goes on to examine it a step at a time, addressing first the issues and objectives of strategic planning. He then looks at each of the common tools by which strategy is formulated, carried out, controlled and evaluated. The orientation is very much “how to” with an examination of the options that the planner has for creating an appropriate niche in the global market place.

Some years ago, I predicted that diversity and intercultural awareness will have come of age when they were no longer just separately addressed topics but fully integrated into the subject matter of the issues to which they were relevant. This is what Katsioloudes seems to attempt in the scant 400 pages of this volume. There are points at which the boilerplate of intercultural theory is explicitly addressed for the sake of the beginning student, but this is not the kind of book to which a student or reader will go to expect lots of answers to culture-specific answers to questions like, “When I am in X country, do I discuss business over cocktails?” It is not a book about culture or cultures but about the planning in a multicultural global context. Unfortunately, it will be up to other authors to examine the cultural assumptions of the planning process itself, a task that is growing in importance with as activism and resistance to globalization increase.

Specific international concerns emerge passim and in the lengthier treatment in the two chapters of Part Five of the book where the strategic planning process is examined for its global dimensions and its implications for doing business with newly emerging market economies, but what is discussed here is the business climate of these places in the light of their recent history, not the dynamics of cultural behavior..

Katsioloudes pays generous attention to planning in the public and non-profit sectors. It should go without

saying that such organizations need to both plan and market themselves to be effective at achieving their objectives. *Global Strategic Planning* quickly and effectively discusses how they may achieve this, paying attention to everything from national campaigns to raffle tickets. The dynamics of planning and branding are not peculiar to business, just more highly developed there, so even the most altruistic volunteer organization need not feel tainted by using them, even if their objective is the reform of some part of the business world itself. The adoption of such useful practices is made easy by Katsioloudes clear exposition and matter-of-fact style.

While hardly any publisher today provides margins in which to make one's notes and *Global Strategic Planning* is no exception, Butterworth-Heinemann is nonetheless to be commended for the pleasant and readable layout and choice of typefaces. This is a book that looks and feels good.

Who should be using this book? Certainly it is the pick of the litter for management education in colleges and training institutes. Further it provides a quick update for managers in the field who would like to refresh their framework for strategic decision making. Finally it provides a fine consolidation of background information for interculturalists and human resource professionals about the contexts in which they need to perform their best work.

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