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**“What is Strategic Planning?” – An Assessment of its  
Dimensions through Definitions in Literature**

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*Abstract*

*Aim - The study aimed at identifying the most and the least frequent keywords and phrases, the scope of strategic planning definitions within the strategic management process alongside the timeline of these definitions.*

*Design / Methodology / Approach - The study applied "content analysis"- a qualitative research technique to analyse the contents of 41 strategic planning definitions collected from peer-reviewed articles available in Scopus and Web of Science Database.*

*Major findings- Out of the total, 22 definitions were given in the last two decades showing the popularity of strategic planning in the era of India's entry to the global economy. From our content analysis, we found "Company", "Process-Formulation", "Objective", "Performance", and "Resources" were the most frequent keywords and "Changes", "Industry", "Nature", and "Category", "Core-Competency", "Product and services", and "Importance" were the least frequent keywords among the strategic planning definitions. Further, we saw a majority of the key phrases were formed using a combination of frequently used keywords. Finally, nearly 63% of the definitions indicated the first stage (i.e. strategic formulation) as the scope of strategic planning.*

*Limitation, Implications, and Future Work- The study picked up a certain number of definitions available in the selected database and having the accessibility of authors to them. Hence, there is a possibility of having more such definitions that we couldn't include through our approach. The immediate implication of this work is to initiate debate of defining strategic planning, and also to aware strategic scholars and practitioners about the misuse of this terminology. In future, we will explore the gaps in understanding of strategic planning (suggested vs practiced) and arrive at a standard definition of strategic planning.*

**Keywords** – Strategic Planning; Definition; Content Analysis; Strategic Management Model; Word-Families.

## INTRODUCTION

The “Strategic Planning” concept has been in use or practice by almost all kinds of organisations over the last few decades.

However, usually, its extensive usage is found with the profit-seeking organisations for building plans or strategies. Tracing the introduction of strategic planning is difficult to establish, yet, empirical evidence suggests that the term came from the ancient Greek civilisation military system where the army chiefs were called 'strategos'. These people had the responsibilities of advising and guiding troops, similar to what present-day management do for their respective organisations (Blackerby Associates--History of Strategic Planning n.d.).

Meanwhile, the existing strategic planning practice originated during the 1920s when the Harvard Business School (HBS) introduced the term 'Strategy' in their conceptual model called 'Harvard Business Policy'. They defined it as a process of deriving goals and policies that speak about the organisation and its business (Porter, 1983). Post-1950 Ansoff, Drucker, and Porter, Kotler, Gluck, Humphrey, and several other eminent scholars introduced various tools such as Product-Market Growth Matrix, Five-Force Analysis, Value Chain Analysis, Management By Objective (MBO), Growth-Market Share Matrix (BCG Matrix), etc. led huge popularity of strategic planning concept. From the 1960s to the late 90s, strategic planning was a major tool for Fortune-500 companies such as General Electricity (GE), General Motors, and International Business Machines (IBM).

On one hand, strategic planning started becoming a general practice of several big and small firms, while on the other hand, several other terms such as long-range planning, strategic thinking, corporate planning, and strategic management got introduced having similar or extended characteristics to strategic planning. As a result, academicians and industrial people started using them as synonyms of one another due to their overlapping nature.

While one segment of authors believed these terms similar (Steiner, 1963; Steiner & Cannon, 1966; Ackoff, 1970; Aldehayyat, 2011), the other segment of authors strongly opposed such interchangeability.

They stated it as a misunderstanding or misuse of the principal term 'strategic planning' (Gray, 1986; Crosby, 1991; Mintzberg, 1994; Bonn & Christodoulou, 1996; Poister, 2005). Hence, the issue has still been there over the last five decades that need attention from strategic scholars and practitioners to put an end to it.

One way to address this issue is by analysing the common components or elements of each terminology and their scope. Then compare them with each other to highlight similarities and differences. In the following study, we picked the principal term 'strategic planning' where firstly we conducted a content analysis of definitions available in the literature to identify common elements across definitions. Finally, we scaled down the scope of strategic planning through the lens of the strategic management process given by Fred David (1989).

We arranged this paper into five sections including the introduction as the first section. The second section explains the methodology adopted to attain the objective of the study. The third section exhibits result obtained as keywords, key phrases, and the scope of the definitions in line with the strategic management process model. The fourth section explains our understanding and interpretation of the results. The last section recounts brief narratives about the topic, findings along with the limitations encountered, and future implications of this work.

## METHODOLOGY

### *Research Questions*

The purpose of this study is to identify key elements and the scope of "strategic planning" in line with the strategic management model available in the literature. We achieved it by answering the following questions:

RQ.1. What are different definitions of "strategic planning" available in peer-reviewed articles in Scopus and Web of Science database?

RQ.2. What are the common elements (keywords and key phrases) identified in these definitions?

RQ.3. Where do these definitions stand with the strategic management process model of Fred R. David?

### **Data Collection Methods**

For collecting definitions, we opted for Scopus and Web of Science Database. In both, we looked for “peer-reviewed” articles that had mentioned the strategic planning definition of their own or cited. If the document has a definition cited, we checked the source for confirmation and reference for the study.

### **Parameters for Selecting Relevant Articles**

To get definitions by keeping eyes on time, cost, and efforts, we set the following search criteria:

1. Keywords applied: (“Strategic planning is”) OR (“Strategic planning is defined”) OR (“Strategic planning is referred”) as “All fields” combined in Scopus and Web of Science Core Collection.
2. Document Type: Article and Review only
3. Source Type: Journal
4. Language: English only

On searching, we came across instances where the term “strategic planning” appeared as “Nursing strategic planning”, “formal strategic planning”, “city strategic planning”, and other such prefixes were excluded for further analysis to avoid confusions over the core term.

### **Search Results**

On putting the keywords as per the parameters, we found 700 documents in total (482 in Scopus and 218 in Web of Science Core Collection) that had the term “strategic planning” from 1980 to 20th December 2020. While going through articles, we found mentions of the term without explicit definitions. Therefore, we had to take those articles out of the purview of our analysis. As a result, we obtained 41 definitions explicitly referring to the key term without tautology. We then kept these definitions along with their sources of reference in a spreadsheet for analysis. The details of definitions, references, and no. of citations provided in Appendix.1.

### **Data Analysis Method**

For analysing these definitions, we performed "content analysis" to understand the contextual

meaning of the definitions. The method helps in focusing on select aspects of the text systematically and flexibly. We used “QDA Miner (Lite Version) Qualitative Software” for qualitative content analysis where our approach was deductive in nature. In the process, we searched prior studies to identify key concepts/variables as the codes for the study. Meanwhile, both researchers reviewed all definitions individually and together arrived at a consensus to use predefined codes (Adu, 2019). This process helped in identifying key elements and their frequency of occurrence and positioning the scope of strategic planning within the strategic management process model.

## **FINDING**

### **General Findings (RQ.1)**

The definitions we came across from literature are spread over 42 years starting from 1977 to the latest 2019. Out of 41 definitions collected, we found 27 of them are from scholarly articles (26 journal articles + 1 Harvard Business Review Article) and 14 from text and reference books. On reviewing these sources, we found that Pearce and Robinson’s (2008) book have been cited 3710 times as per citation index of Google Scholar, the highest among our collected sources followed by Schendel and Hofer’s (1979) book with 1885 times. Among the articles, Ansoff’ (1991) and Farjoun (2002) articles ranked the first and second having citations 1166 and 685 times, respectively. This citation index indicates definitions of strategic planning are primarily taken from text and reference books of various authors. Most of the collected definitions were given from 1990 to 2009. From this, we can infer that the popularity of strategic planning rose in the last two decades. The growth in the literature of strategic planning could be with growing economies entries such as India, Australia, Brazil, China, Canada, etc. (Boughton, 2002) Figure.1 is showing the distribution of definitions classified into five decades.

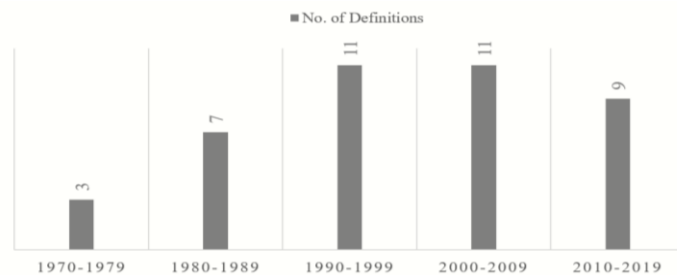


Figure.1- Distribution of collected definitions from the period 1977 to 2019 decade-wise  
Source- Authors' work

**Components of Strategic Planning Definitions (RQ.2)**

Use of keywords and phrases help in analysing textual information quickly and efficiently. According to the International Encyclopaedia of Information and Library Science (IEILS), a “keyword” that provides insights about a subject or part of it briefly of a document. A “key phrase” is a group of words that brings meaning to a subject or part of it of a document. Presenting keywords does not always provide intended-meaning and may mislead analysis. Therefore, its use with key phrases helps in avoiding polysemy. Hence, we accounted for both keywords and phrases collectively to explain key components of definitions.

**Keywords**

From initial readings of definitions, we realised that some words used in these definitions appeared to be related or give the same meaning. Therefore, we followed the codes taken from the works of Mishra and Mohanty (2019, p-26-28) where they created a “word family” on defining “strategy”. As the principal term derived out of the concept “strategy”, we used these word families of strategy that helped us in avoiding problems of words giving similar meaning.

Based on the coding frequency analysis, we found that “Company”, “Process-Formulation”, “Objective”, “Performance”, and “Resources” were the top-5-word family that were emphasised in strategic planning definitions over the years. Their appearance counted 22 times, 21 times, 18 times, 18 times, and 9 times, respectively. “Growth” word family was also found 9 times among the definitions. Word families such as "Changes", "Industry", "Nature", and "Category" did not appear whereas "Core-Competency", "Product and services", and

**Table.1- List of Keywords Derived from Strategic Planning Definitions**

Sl.	Word Family	No. of Times
1	Company	22
2	Process Formulation	21
3	Objective	18
4	Performance	18
5	Resources	9
6	Growth	9
7	Action	8
8	Decision-Making	8
9	Course	8
10	Future	8
11	Environment	8
12	Competition	7
13	SWOT (Strengths, Weaknesses, Opportunities, and Threats)	7
14	Long-term	6
15	Analysis	6
16	Strategy	5
17	Planning (excluding the term itself)	5
18	Stakeholders	5
19	Business	5
20	Positioning	4
21	Choice	4
22	Circumstances	4
23	Fit	3
24	Emergent	3
25	Market	3
26	Need	3
27	Important	1
28	Product and Service	1
29	Core-Competency	1
30	Category	0
31	Nature	0
32	Industry	0
33	Changes	0

Source- Authors' work Key Phrases

"Importance" appeared only once among the definitions collected for this study. Table.1 provides the details of keywords identified in the definition in descending order.

For locating key phrases, we searched using a combination of keywords that were frequent in the definitions. As a result, we found the majority of them were associated with "Organisation", "goal", "formulation-process", "action", "future", "competition / competitiveness", and "strategy" word-family. "Formulation / Implementation / Evaluation of strategy" appeared the most (5 times), "Organisational objectives / aims / goals" found 3 times. Phrases such as "changing environment", "Organisational process", and "periodic process" appeared two times each. The word-family "company" formed phrases ten times, the most followed by "process" (8 times), "strategy" (6 times). The word-family "objective", "future", and "competition" are phrased 5 times each and "action" 4 times. Table.2 depicts the top-5-word family phrases.

### **Scope of Definitions (RQ.3)**

A ceaseless debate has been going on over the synonymy of the term "strategic planning" with the terminology "strategic management". To sketch the boundary of the term "strategic planning" definitions, we selected Fred R. David's "Strategic Management Model" (see-Figure. 2) which is widely recognised as the most comprehensive and studied model in the field of strategy.

The purpose of selecting this model is the coverage of all aspects or functions of any Organisation (David 1989). Each definition was looked upon through the lens of this model to identify the stage (i.e. Formulation, Implementation, and Evaluation) they are falling.

Sl.	Word-Family	Phrases	Total
1	Company	Organisational decision-making; Organisational management activities, Organisational process; Organisational capabilities; Organisational Development, Organisational aim (3 times), Organisational environment; Organisational strengths and weaknesses	10
2	Process	Continuous process; formulation process (2 times); Systematic analytical process/methodical complementary process; Dynamic process, Periodic (formalised) process (2 times)	8
3	Strategy	Strategic importance; Strategic fit; formulation of strategy (5 times); strategic thinking; Strategic alternatives; Strategic objectives	6
4	Objective	Common goals; Achievable goals and objectives; long-term goals; Business goals; Performance goals	5
5	Future	Future capabilities; Future business; Future conduct of business; Future opportunities; Future value of the Organisation	5
6	Competition	Competitive threats; Competitive interactions; Competitive Environment; Competitive Context; Competitive position;	5
7	Action	Control and implement action; Set of decisions and actions (2 times); List of actions	4

*Source- Authors' work*

On scrutinising each definition, we found that the majority of the definitions have been referring to the first stage of the model i.e. strategic formulation. Out of 41 definitions, 26 of them consist of strategic formulation components only. We noticed that 7 of 41 definitions carry elements that are up to the stage of strategic implementation. We also observed 8 of 41 definitions having every element (explicitly and/or implicitly) of the model. Table.3 consists of the list of authors in each of three categories of definitions mentioned.

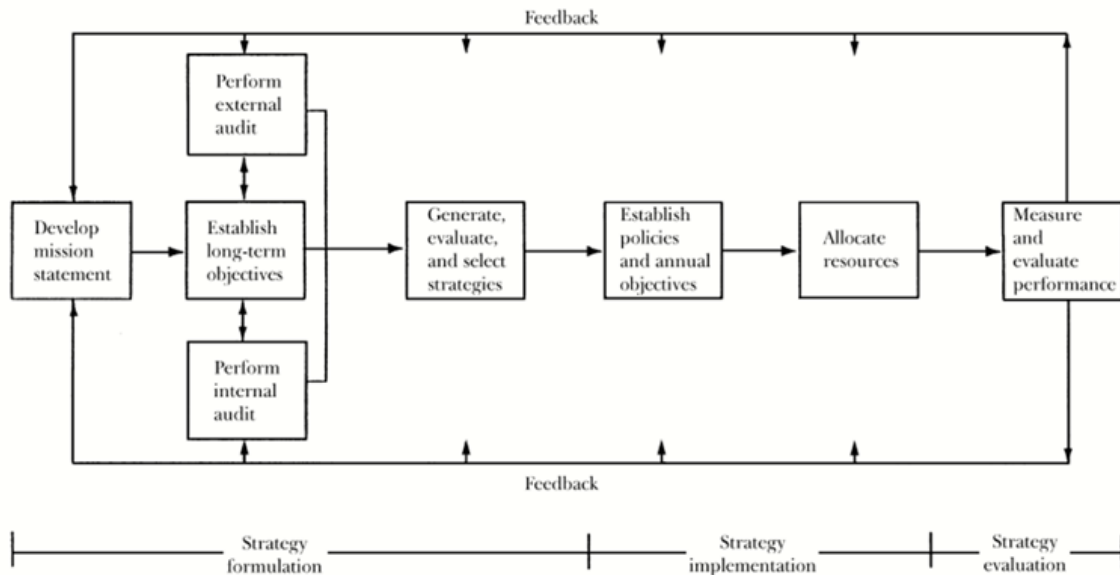


Figure 2 - Fred R. David's Strategic Management Model

Table.3 - List of Authors of Strategic Planning Definitions in Each Category

Category-1- Up to Strategic Formulation (26 Definitions)	Category-2- Up to Strategic Implementation (7 Definitions)	Category-3- Up to Strategic Evaluation (8 Definitions)
Mankin (et al. 1977); Ross (et al. 1977); Abell and Hammod (1979); Kotler and Murphy (1981); McNamee (1988); Reid (1989); Hobrock and Brice (1991); Puffit (et al. 1992); Goodstein (et al. 1993); Waalewijn and Segaar (1993); Woods (1994); Herbert (1999); Poister and Streib (1999); Healy (2006); Rigby and Bilodeau (2007); Fiere (2008); Hough (et al. 2008); Ocasio and Joseph (2008); Pearce and Robinson (2008); Elbanna (2010); Alkhafaji (2011); Bryson (2011); Fooladvand (et al. 2015); Smit and Trigeorgis (2016); Mallon and William (2019)	Gray (1986); Pearce (et al. 1987); Sargent (1990); Johnson and Scholes (1997); Saloner (et al. 2001); Farjoun (2002); Jazrabkowski and Balogum (2009)	Schendel and Hofer (1979); Drucker (1985); Ansoff (1991); Ketokivi & Castañer (2004); Andersen and Neilsen (2009); Al-Zboon and Hasen (2011); Wolf and Flyod (2013); Boikanya (et al. 2016)

Source- Authors' work

## DISCUSSION

The results of our analysis brought substantial insights from various definitions on the concept of strategic planning. Each of the findings is explained below:

### *Keywords and Key Phrases*

Analysis of keywords and key phrases revealed that the terminology "strategic planning" is a vital "organisational process" that aligns the objectives of the organisation with the resources so that an organisation can achieve growth in its performance. Phrases associated with the word-family "process" brings us the extended nature of strategic planning. For instance- Drucker (1985) referred it as a "continuous process", Ansoff (1991) called it as a "decision-making process", and Freire (2008) pointed out as a "systematic, methodical, and complementary process". While a majority of authors explained the term as a part of regular Organisational activities, some of the authors such as Rigby and Bilodeau (2007), Alkhahaji (2011), and Bryson (2011) considered it as a "management tool" that support regular Organisational activities.

Apart from internalities, the term also includes externalities such as competition, stakeholders, opportunities and threats. Therefore, we can infer that the concept of strategic planning is linked primarily with the top-level management who play the role of principal decision-makers. Minimal usage of word-family such as core-competency, industry, nature, and category indicates that strategic planning is a "generic", not a "specialised" term. Further, the authors expressed its utility in the long-run. For instance- Schendel and Hofer (1979) included long-term goals in their definition, Johnson and Scholes (1997) mentioned it as a long-term direction and scope, and Elbanna (2010) termed strategic planning as a long-range written plan.

### *Scope of Definitions*

The first stage of strategic management i.e. strategic formulation includes deriving mission and vision, analysing the internal and external environment, developing long-term objectives, and generating and selecting strategies. Almost all of the definitions have included these elements. Therefore, it is safe to

say that strategic planning must carry characteristics of the first stage. But, are these the same?

Based on our observations, a majority of authors believe "strategic planning" is the first step of the strategic management process i.e. strategic formulation. Two of the authors (Montanari et al., 1990) and Woods, 1994) in our list clearly stated strategic planning as strategic formulation. Frequent use of "formulation process" and "objectives" word-family among the definitions is strongly indicating their similarities. Poister & Streib, (2005) referred to 'strategic planning' as a part of strategic management.

Even if, by the number of observations the argument is going in favour of similarity, we have 15 definitions (7 in category-2 and 8 in category-3) giving cues of inclusion of elements in the rest of the two stages of the model. For instance- Pearce et al. (1987) and Farjoun (2002) ended their definition using the words "allocation of resources" and "realising strategies". Hence, they defined strategic planning as a two-stage process of strategic management. Similarly, Schendel and Hofer (1979) and Wolf and Floyd (2013) definitions consist of all three stages stated in the model. Therefore, definitions covering all three stages go with the argument of treating both strategic planning and strategic management the same.

Looking at both sides of the arguments, we can infer that the term "strategic planning" is contextual to the author's interpretation. The scope of it varies accordingly.

## CONCLUSION

The strategic planning concept is used extensively among business-organisations, however very few have understood the term adequately. Still, a large segment of people has misunderstood and are using 'strategic planning' synonymously with other terminologies such as long-range planning, corporate planning, strategic thinking and strategic management. Hence, it is now required to start pondering on such interchangeability issues. This study is one of the early attempts that brought out common characteristics (keywords and phrases) and drew the scope of strategic planning within the comprehensive strategic management model that

involves all functions. The study showed that "formulation-process", "objectives", "company", "performance", and "resources" word-family were frequently used. Further, phrases such as 'organisational goals', 'long-term orientation', 'analysis of the business environment', and 'resource management' were the frequent phrases expressed by authors to define strategic planning. By looking at the scope, we found more than 50 per cent of the definitions referred to strategic planning as the first stage or process of the strategic management model. On looking at both results, the majority of the authors supported the fact that strategic planning is up to developing strategies and does not involve their implementation and evaluation. Therefore, strategic scholars and practitioners should not take strategic planning as a synonym for strategic management.

### **LIMITATION, RESEARCH IMPLICATIONS, AND FUTURE WORK**

Although we ensured to pick as many trusted sources as we could, there are possibilities of definitions that could not be accounted for due to inaccessibility to the sources. The study took definitions of strategic planning in a generic term. There may be the presence of specificity of the terminology in any particular context. Hence, we suggest using the findings in a generic context.

The study carries numerous implications on both academic and actual practice. The results obtained will provide a good understanding of the term 'strategic planning' from the characteristics drawn from various definitions. It will also help in arriving at a consensus towards a standard-definition of strategic planning. Further, with more such studies for other terms mentioned earlier, we can do a comparative assessment to avoid the interchangeability practice.

Strategic planning is a formal business practice that should get refined with the changes in the environment. Therefore, it is necessary for strategic academicians to constantly interact with practitioners to avoid gaps in understanding strategic planning. With exploratory studies, strategic academicians will not only know about the actual reasons for the misunderstanding but also be able to

advise the right-practices of strategic planning, strategic management, and other strategic terminologies.

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**Appendix.1- Strategic Planning Definitions in Literature**

No.	Author(s)	Definition	Up to Stage (1, 2, 3)*	Nature of Material	Citation Score as on (Google Scholar) Dt. 20/12/2020
1	Healey (2006)	Strategic planning is “a situated practice with its effects deeply structured by the specificities of time and place.”	1	Book	1709
2	Ansoff (1991)	“Strategic planning is an Organisational decision-making process of high strategic importance because it defines the means and ends of an Organisation, describes competitive threats and opportunities, and controls and implements the action.”	3	Journal Article	1166
3	Mallon and William (2019)	“Strategic planning,” therefore, is the process whereby an Organisation identifies how it will differentiate itself from its competition to achieve its mission—whether that competition is a nearby hospital system, a national competitor for student or faculty talent, or a nascent competitive threat on the horizon.	1	Journal Article	9
4	McNamee (1988)	Strategic planning is referred to as terminology that addresses the impact of the multifunctional unit and is often used to classify planning decisions in Organisations to be compatible with the environment of an Organisation but does not earn the recognition it deserves.	1	Book	26
5	Kotler and Murphy (1981)	Strategic planning is defined as “the process of developing and maintaining a strategic fit between the Organisation and its changing marketing opportunities”.	1	Journal Article	491
6	Drucker (1985)	Strategic planning is the continuous process of making present entrepreneurial (risk-taking) decisions systematically and with the greatest knowledge of their future; organising systematically the efforts needed to carry out these decisions; and measuring the results of these decisions against the expectations through organised, systematic feedback.	3	Book	24
7	Boikanya (et al. 2016)	Strategic planning is an Organisational management activity that is used to set priorities, focus energy and resources, strengthen operations, ascertain that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes, and assess and adjust the Organisation’s direction in response to a changing environment.	3	Journal Article	0
8	Smit and Trigeorgis (2016)	Strategic planning is viewed as a process of actively developing and managing portfolios of corporate real options in the context of competitive interactions.	1	Journal Article	78
9	Farjoun (2002)	Strategic planning as “the subordinate and continuous organisational process for maintaining and improving the firm’s performance by managing, that is, enabling, formulating, and realising, its strategies”.	2	Journal Article	685
10	Herbert (1999)	Strategic planning is a process intended to provide enhanced performance through a systematic analytic process.	1	Journal Article	38

No.	Author(s)	Definition	Up to Stage (1, 2, 3)*	Nature of Material	Citation Score as on (Google Scholar) Dt. 20/12/2020
11	Montanari (et al. 1990)	Strategic planning is defined as “the analysis of environmental conditions and Organisational capabilities and the formulation of plans to match future capabilities with those conditions.”	1	Book	78
12	Woods (1994)	Strategic planning is sometimes called “strategic formulation”- the first step of strategic management.	1	Journal Article	15
13	Hobrock and Brice (1991)	Strategic planning is-“an active, ongoing process and way of thinking that concentrates resources in areas that are most productive.”	1	Journal Article	15
14	Sargeant (1990)	Strategic planning is the process with which to systematically evaluate, plan, and implement the most successful course of future business and Organisational development, and to align all resources and functions within the Organisation toward a common set of achievable goals and objectives.	2	Journal Article	16
15	Mankin (et al. 1977)	Strategic planning is a set of decisions and actions that lead to the development of an effective strategy.	1	Journal Article	18
16	Ross et al. 1987)	Strategic planning as defining the mission of a business, its product line and services, its markets and market segment, its investment strategy, and its differentiation.	1	Journal Article	16
17	Abell and Hammod (1979)	Strategic planning as a formal effort by top management to develop an overall framework for the future conduct of a business.	1	Book	1236
18	Freire (2008)	Strategic planning is a systematic, methodical and complementary process of cooperation, which takes into account strategic thinking of Organization’s members.	1	Book (Translated)	2
19	Schendel & Hofer (1979)	Strategic planning as “a series of logical steps that includes the definition of a mission statement, long-term goals, environmental analysis, strategy formulation, implementation, and control.”	3	Book	1885
20	Gray 1986	“Strategic planning is usually seen, on adoption, as a separate discipline or a management function. It involves the allocation of resources to programmed activities calculated to achieve a set of business goals in a dynamic, competitive environment.”	2	Article	198
21	Pearce et al. (1987)	Strategic planning is defined as “ <i>the process of determining the mission, major objectives, strategies, and policies that govern the acquisition and allocation of resources to achieve Organisational aims.</i> ”	2	Journal Article	664
22	Reid 1989	Strategic planning is a dynamic process by which a company identifies future opportunities.	1	Journal Article	151
23	Puffitt et al. (1992)	Strategic planning is “a list of actions so ordered as to attain over a particular period, certain desired objectives derived from a careful analysis of the internal and external factors likely to affect the Organisation, which will move the Organisation from where it is now to where it wants to be.”	1	Book	14

No.	Author(s)	Definition	Up to Stage (1, 2, 3)*	Nature of Material	Citation Score as on (Google Scholar) Dt. 20/12/2020
24	Goodsetin et al. (1993)	"Strategic planning is the process by which the guiding members of an Organisation envision its future and develop the necessary procedures and operations to achieve that future."	1	Book	192
25	Waalewijn & Segaar (1993)	"Strategic Planning is defined as the extrapolation of the goals of an Organisation, as a means through which these goals can be realised."	1	Journal Article	62
26	Johnson & Scholes (1997)	Strategic planning is the direction and scope of an Organisation over the long-term: which achieves advantage for the Organisation through its configuration of resources within a changing environment, to meet the needs of markets and to fulfil stakeholder expectations.	2	Book	17
27	Poister & Streib (1999)	Strategic planning is "a big picture approach that addresses the most fundamental issues facing an Organisation in an attempt to promote the best "fit" with the environment and ensure the Organisation's long-term vitality and effectiveness."	1	Journal Article	371
28	Saloner et al. (2001)	"Strategic planning is a particular form of strategising, one that involves the application of planning practice."	2	Book	5
29	Ketokivi & Castañer (2004)	Strategic planning as a periodic process that includes activities such as annual assessment of performance goals, budgeting, and translating priorities into resource allocation decisions.	3	Journal Article	388
30	Rigby & Bilodeau (2007)	"Strategic planning is the most widely used tool among both small and large Organisations, aiming to provide direction and ensuring that the appropriate resources are available at a suitable place and time for the pursuit of objectives."	1	Journal Article	183
31	Hough et al. (2008)	"Strategic planning is defined as putting together an action plan for running the business and conducting operations."	1	Book	2
32	Ocasio & Joseph (2008)	"Strategic planning is a form of planning practice intended to formulate a strategy."	1	Journal Article	213
33	Pearce & Robinson (2008)	"Strategic planning is an Organisational process that is vision-driven and that aims at developing the future value of an Organisation."	1	Book	3710
34	Andersen & Nielsen (2009)	"Strategic planning is a rational and systematic process to evaluate an Organisation's goals, explore its competitive context, analyse its strategic alternatives, coordinate its activities, and formulate the policies that will guide its decisions and actions."	3	Journal Article	137
35	Jarzabkowski & Balogun (2009)	"Strategic planning, a mechanism that aids in integrating various activities and processes in an Organisation."	2	Journal Article	276
36	Elbanna 2010	Strategic planning is defined as "the development of a long-range written plan which covers more than one year for the effective management of environmental opportunities and threats, in the light of the Organisation's strengths and weaknesses."	1	Journal Article	68

No.	Author(s)	Definition	Up to Stage (1, 2, 3)*	Nature of Material	Citation Score as on (Google Scholar) Dt. 20/12/2020
37	Alkhafaji (2011)	“Strategic planning is a management tool to look at the future and see tomorrow’s opportunities or challenges to gain a competitive position.”	1	Journal Article	216
38	Bryson (2011)	Strategic planning is “a set of concepts, procedures, and tools that Organisations use when determining their overall strategic direction and the resources required to achieve strategic objectives.”	1	Book	76
39	Wolf & Floyd (2013)	“Strategic planning as a more or less formalised, periodic process that provides a structured approach to strategy formulation, implementation, and control.”	3	Journal Article	293
40	Al-Zboon and Hasan 2011	Strategic planning is “an organised process through which the Organisation's leaders may decide this institution's future and development, in addition to following up on the required procedure and measures towards achieving the desired future, and finding methods to measures the success of these operations' execution"	3	Journal Article	13
41	Fooladvand et al. (2015)	Strategic planning as “The process of setting the Organisation goals and making decisions about comprehensive operational and administrative plans to fulfil those purposes.”	1	Journal Article	49

\* 1-Up to Formulation stage; 2- Up to Implementation stage; and 3- Up to Evaluation and Control Stage

Source- Authors' Compilation