

**READINGS IN STRATEGIC
MANAGEMENT AND BUSINESS
ETHICS FROM ISLAMIC
PERSPECTIVES**

Edited by
Suhaimi Mhd. Sarif



IIUM Press

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STRATEGIC ANALYSIS AND CHOICES

Suhaimi Mhd Sarif
Nafiza Shahrudin

ABSTRACT

This chapter examines contemporary issues in strategy analysis and strategic choices for enterprises. The examination is vital for profitability, survival, growth and sustainability of enterprises.

INTRODUCTION

Strategic management is the set of feasible alternatives and action that determines the long-run performance of a corporation. It includes behavioral aspects and environmental scanning (both external and internal), strategy formulation (strategic or long range planning), strategy implementation, and evaluation and control.

The learning of strategic management therefore emphasizes the monitoring and evaluating of external opportunities and threats in lights of a corporation's strength and weaknesses. All organizations devise and implement strategies to succeed and achieve their goals. By studying the strategy framework, strategists will be able to understand why organizations succeed and fail and what strategic actions they might take to improve the performance.

In achieving the successful of strategic management, the firm's vision, mission, objectives, both external and internal strategies should be consistent to make sure they have worked well. While the strategies analysis more as the starting point of the strategic management process. It consists of industry analysis, business strategy analysis and strategy evaluation and recommendation.

These conclude of analyze the skills and competitors contained in the industry, structural analysis, key success factors for the industry, strategic goals and business strategy of the firm. Thus, its implementation is then analyzed in terms of the firm's functional and operational capabilities and resulting in competitive performance.

Strategy formulation framework consists of the EFE Matrix, IFE Matrix, Competitive Profile Matrix (CPM) summarizes in Stage 1. In Matching Stage which in Stage 2 generates feasible alternatives strategies include the Strength-Weaknesses-Opportunities-Threats (SWOT) Matrix, the Strategic Position and Action Evaluation (SPACE) Matrix, the Boston Consulting Group (BCG) Matrix, the Internal-External (IE), and the Grand Strategy Matrix. Stage 3 called Decision Stage conclude a single technique which Quantitative Strategic Planning Matrix (QSPM).

Thus, these will propose all the following framework from Islamic perspective point of view, strategic assessment issue in terms of operationalization and practicality in the organization, example of firms like Starbucks in successfully using their strategy and lastly the issue that would arriving in strategic management.