

Q

**Organization of Strategic Planning Function
For a typical
Process Control Automation Industry
In Malaysia**

Sokkalingam Ramanathan

**Bachelor of Mechanical Engineering
National University of Singapore
1990**

**Submitted to the Faculty of Business and Accountancy
University of Malaya, in partial fulfillment
Of the requirement for the Degree of
Master of Business Administration**

February 2003

Perpustakaan Universiti Malaya



A511702339

ACKNOWLEDGEMENTS

First of all, I would like to thank my supervisor, Associate Professor Dr. Nazari Ismail for the assistance, guidance and help given to me. Special thanks to him for allowing me to do this paper on difficult time that I had with my office works which had shorten my time in preparing this paper. His support was a great help to me in preparing this paper.

I would like to thank the Interviewees form whom the response were obtained the without which it would have been impossible to conduct this research.

Special thanks to the kind staffs at the MBA office at University Malaya for their help and smiles during the course.

For others that have help me in one way or another in preparing this paper, many thanks to you. My sincere apologies if I may have unintentionally antagonized anyone in any way during the preparation of this paper.

Abstract

Organization of Strategic planning functions in companies involved in Process Control Automation Industry in Malaysia is studied in this research. A typical company involved in the industry was selected and the other companies that were involved in its supply chain were studied.

In these companies the Chief Executive Officer/Managing Director were interviewed with the help of questionnaires. Their responses were recorded in the form of cases and these dialogues were later deciphered to obtain the relevant information. The main aim of the project was to study the way these company heads organize their activity. The level of formal planning or semi-formal planning were studied with particular interest to find out if the company heads do all the strategic planning function by themselves or have other means of getting the task done.

It was interesting to note how various companies' start of their year and how the CEO/MD organizes their strategic planning function in this industry. It was seen that all of them agree to the notion that there is a need for formal planning, but none of them had organized an explicit formal planning department.

In small companies the CEO/MD tend to organize strategic planning in a more informal manner and tend to envisage these plans continuously. There is a strong inclination of these CEO/MD towards the finance department and thus the profit performance of their companies even though their educational background may not be in the same area. They also are responsible for the sales strategies in their companies due to the inherent fact of sales is seen to be driving the direction of the company.

CONTENTS

ACKNOWLEDGEMENTS

ABSTRACT

1.0	Introduction	1
1.1	Purpose and Significance of the Study	2
	Proposition 1	2
	Proposition 2	2
	Proposition 3	2
1.2	Scope of the Study	3
1.3	Limitation of the Study	3
2.0	Literature Review	4
3.0	Research Methodology	12
3.1	Selection of Companies	12
3.2	Data Collection Procedure	13
3.3	Data Analysis Techniques	15
4.0	Research Results	16
4.1	Summary of Interviews with Respondents	16
4.2	Summary of Research Results	30
5.0	Conclusion And Recommendations	32
5.1	Suggestions for Additional Research	34
5.2	Implications	34
6.0	Bibliography	35
7.0	Appendices	36