Case Study: Business Management School at the Turkish Republic of North Cyprus and how Strategic Thinking and Planning Can Improve the Performance of the Organization to Maintain Stable between Competitors

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Abstract: The global mega-trends as the case in the Business Management School (BMS) at Turkish Republic of North Cyprus (TRNC) are leading to increase the levels of their school, dynamism and uncertainty in the corporate environment and outside the country. In an uncertain economy, the BMS needs effective strategies that will enable it to prosper. Traditional leadership approaches have been recognized insufficient by the rapid changes in the knowledge economy. This business need to practice systemic innovation in this fast-changing, knowledge-driven global business landscape in order to remain competitive with the available Universities and Colleges. Strategic administration is random to the span of the association, however will probably happen in a violent business environment. Item separation and cost administration were additionally straightforwardly connected to vital authority. Finally, this study affirmed that viable vital administration practices could help business associations in BMS to upgrade their execution while contending in disorderly and cracked situations. Estimation instruments have additionally been produced, which might be utilized by administrators, experts and different specialists to quantify these marvels in future.

Keywords: Strategic, Thinking, Planning, Disorder, Knowledge, TRNC, Leadership

I. Background

This section depicts the changing around the worldwide business scene and demonstrates the pertinence of strategic leadership rehearses in this work. Also, a percentage of the difficulties confronting BMS will be portrayed. Lastly the risky way of the absence of strategic leadership practices in BMS association will be outlined.

Statement of Research Problem: Previous and also recent research studies make that clear that there are an elevated external and internal doubt due to rising possibilities as well as risks, not enough the actual Awareness of needs as well as the actual facilities related problems and also environment and insufficient course. Many organizations spend most time realizing and re-acting to unpredicted changes and difficulties as opposed to anticipating and get yourself ready for them. This is what called turmoil supervision. Businesses caught off guard might devote significant amounts of time, money, and effort playing get caught up. They will use upward their vitality coping with instant issues with tiny vitality still left to anticipate and prepare for the following issues.

This kind of vicious loop tresses many businesses into a reactive position. This research examine is to assess the impact associated with strategic planning on organizational overall performance, which with the future enhances organizational survival.

II. Objectives of the study

The general Objective: The general objective of this study is to investigate the impact of strategic thinking and its impact on performance organizational, special case the Business Management School (BMS) at the Turkish Republic of North Cyprus (TRNC).

Specific objectives

✓ To establish the need of strategic thinking and planning in the organization.
✓ To establish the performance of the selected organization that use strategic thinking and planning as compared to the ones they are not using.
✓ Identifying the challenges that faced by the selected organization as a new organization practicing strategical thinking and planning.
✓ Establishing the factors for strategic thinking and planning, as much as how these factors affect the performance of the selected organization.

Research Questions: In this study, mainly five questions were asked, the major question was “what is the impact factor of the strategic thinking and planning on organizational performance and survival, the rest of the questions were,
What is the need for strategic thinking in an organization?
What is the performance of organizations that use strategic thinking and planning as opposed to those that do not use it?
What are the challenges faced by the organization which practice strategic thinking and planning?
What factors are essential for effective strategic thinking and planning and how do they affect the overall organizational performance?

Significance of the Study
In this section, the findings of this study are predictable to help multi-groups of people:

Researcher: This study will give the ability to the researcher to achieve a PHD diploma in Business Management. Moreover, it is the first requirement for the partial fulfillment of this diploma in Business Management. Finally, the researcher will understand the effects of strategic thinking and how they can impact on the organizational performance.

Participating Organization: In this part, if the selected organization of this study can be considered by the management of participating companies, this will lead this organization to act as the resource material in order to refer when formulating strategic thinking and planning. Finally, the selected organization can learn and improve the areas of gaps where weaknesses are detected. Moreover, the selected organization will be the source of knowledge, as much as it will be used by leaderships as a guide for implementing strategic thinking and planning.

Other Researchers: For future researchers who are interested in this area can use this work as a reference or literature review for their research.

To Business Management School (BMS): This work will be as a reference in the BMS and a helpful material for students who are willing to study related studies.

Scholars: As finally, this study will be a benefit scholars and academic in filling the gaps in literature review as a complete study in the impact factors of strategic thinking and planning on the performance of an organization.

Limitation of the Study: According to this study, the researcher targeted leaderships, directors, managers and secretaries of the selected organization, there was something called bias on the provided information, so that they tried to respond positively on the study’s questions. Moreover, the serial managers were frumps with relevant information.

Scope of the Study: This work which is entitled “Strategic thinking and its impact on the performance of an organization” aimed to report as a survey research in order to identify the roles which played in the performance of an organization to improve and increase the level of it to a higher situation. Furthermore, limited research has thus far been conducted exactly on the impact of strategic leadership on the Strategic thinking and its impact on performance of the business organization in the Business Management School (BMS) at the Turkish Republic of North Cyprus (TRNC). Moreover, according to the gap that culminated, this work aims to answer the research question: “What is the impact strategical thinking on the performance of this organization”?

III. Research Methodology

Knowledge Production: In the current study, an innovation, respectively knowledge, and production function are used. Important and basic assumption is that the results of the several inputs which are linked research and ongoing knowledge are presented as the output of the innovation process (Kirsimarja et al., 2010). Augment this operate together with much more advices just like enterprise qualities, company sources and organizational abilities to consider different paths by which information may influence the actual organizations advancement routines into account. Additionally, venture techniques is included within the knowledge manufacturing function, supplying initial insights of the relationship in between venture program ownership as well as the organizations innovational action. In summary, the actual possibility that the company can create both item or even procedure innovations is offered through (Kohlbacher, 2009).

\[ z_i^* = x_i^\beta_1 + ID_i^\beta_2 + ES_i^\beta_3 + \epsilon_i \]

Where, \( z_i \) is the \( i \)th organization’s product or innovation process,
\( x_1 \) expected characteristics for innovations activities,
\( ID_i \) control dummies in the industry,
\( ES_i \) enterprise system used in the organization, and
\( \epsilon_i \) Standard error

\[ z_i = \begin{cases} 1 & \text{if } z_i^* \geq 0 \\ 0 & \text{otherwise} \end{cases} \]
Innovations: Equation (1) expresses the extent enterprise system for innovation tendency, in this section, in order to detect the importance and impacts of enterprise systems multi innovations belong to the same organization. Intensity process can be written as in Equation (2).

\[ y_i^* = Z_i \beta_1 + ID_i \beta_2 + ES_i \beta_3 + \gamma_1 \]

Where, \( y_i^* \) is the unhidden inherent variable for more than one organization’s processes,
\( Z_i \) set of expected determinants that affects the number of innovations, the rest of variable are same as Equation (1),
\( ES_i \) enterprise system, and
\( \gamma_1 \) standard error.

Estimation Process: Considering Equations (1) and (2) with maximum probabilities, rely information techniques must be employed for inference since the advancement depth will be measured through the amount of recognized improvements within this examine. Generally speaking, this kind of two-part model suffers from A range tendency as good info might be available for leaders just. In general, examine however, this choice does not happen because the questionnaire features the right development issue for each and every questioned firm at the end of the list of questions and possesses absolutely no distinctive questions with regard to innovators only (Mezghanni, 2010). This constellation leads to a so named nook remedy, featuring a potentially big proportion associated with zeros in the quantity of improvements. These 0’s might occur for several reasons. Generally speaking, considering both hurdle and inflated models that clearly allowing for different treatments for the zeros and positive outputs. The stumbling block or the multi part model, the zeros are calculated by using the density function \( f_\lambda (0) \), so that

\[ P_r(y = 0) = f_\lambda (0) \text{ and } P_r(y > 0) = 1 - f_\lambda (0) \]  

In order to calculate the positive count which is obtained by the truncated density as

\[ f_\lambda (y|y > 0) = \frac{f_\lambda (y)}{1 - f_\lambda (0)} \]  

In order to ensure that the summation of the probabilities gives one, multiply Equation (4) by \( P(y > 0) \).

Quelling repressors in order to simplify, then the density of the stumbling block is expressed as

\[ f(y) = \left\{ \begin{array}{ll} f_\lambda (0) & \text{if } y = 0 \\ \frac{1-f_\lambda (0)}{1-f_\lambda (0)} f_\lambda (y) & \text{if } y \geq 1 \end{array} \right. \]  

This stumbling block model is represented by the reflection of two stages of decision making process, each one as a model with its own decision. These two cases are independent on each other. Therefore, the actual difficulty model could be believed by way of maximum possibility simply by separately maximizing two conditions, one related to the 0’s and also the additional one to the actual advantages. The beginning uses the full sample; the second part utilizes only the positive depend findings. Here appears that the zero inflated system is completely differs from the other model with

\[ P_r(y_i = 1) = \sum_{y_i=1}^\infty f_\lambda (y_i) \]

for all \( y_i \). Where, in the other system the zero inflated combines directly with \( f_\lambda (0) \), with density \( f_\lambda (0) \). In the case of zero value for the binary process and a probability of \( f_\lambda (0) \), then the result \( y \) is also zero. While, the case when binary process gets value of one with probability \( f_\lambda (1) \), then the result \( y \) takes value in ascending order starting from zero from the count density \( f_\lambda (0) \). This yields that the value zero takes place in both models, the density of the zero inflated model is represented as

\[ f(y) = \left\{ \begin{array}{ll} f_\lambda (0) + \frac{1-f_\lambda (0)}{1-f_\lambda (0)} f_\lambda (0) & \text{if } y = 0 \\ \frac{1-f_\lambda (0)}{(1-f_\lambda (0))f_\lambda (y)} & \text{if } y \geq 1 \end{array} \right. \]  

Since the zero-inflated design enables a couple of different types of 0’s, it is expected to function as more sensible choice regarding inference in the present analysis. Nevertheless, any Voong analyze is used in the following to recognize whether or not the hurdle or perhaps the zero-inflated product is suitable in the given set up. \( f_\lambda (0) \) represents the probability, this can be constant or can be parameterized inside the binomial model as logit or even probit. While considering the second part, which can be based on Poisson or even the negative part of binomial distribution.
IV. Related Work

Introduction: Nowadays most of approaches of strategical thinking are exist, the strategical thinking was deposited to the historical literature. Its well-known that the definition of any business environment as complex or nonlinear, discontinuous and variation development, the flux of samples and competition without the gamut and these features undermines the accuracy of prediction of the future environment greatly (Vaez et al., 2015).

While researchers considered the elements needed in the leadership in order to transform the strategic target into real throughout his/her organization to be in a higher level as (Dinwoodie et al., 2014):
1. To identify the basic drivers of hierarchical achievement
2. To shape a society that gives the conditions to people to perform
3. To create a solid and manageable ability pipeline
4. To evolve the authoritative outline to best bolster execution on the business technique

After some time, the leader's ability is in this way formed by the top group's quality and also with the capacities of the full association (Serfontein et al., 2011).

These can either give significant backing to the progressions a leader needs to roll out or render those improvements conceivable. Subsequently the best leaders pay a lot of regard for the configuration of the components around them. They verbalize a clear feeling of reason, make compelling administration groups, needs and arrangement their drives precisely, overhaul association structures to make great execution less demanding and in particular, incorporate every one of these strategies into one sound system (Kleiner, 2009). This configuration of key initiative is subsequently an incorporated gathering of practices that assemble an association’s ability for change and capacity to perform. To create and keep up this limit, four basic components should be incorporated together: the dedication to the association’s motivation, the cosmetics of the top administration group, the abilities and inspiration of individuals all through the association and an arrangement of well-picked key activities that can take the association forward (Worley et al., 2010).

Literature Review: All studies around the effects of the market disorder and technological changes on strategic thinking and the impact of the performance was studies as:

Lafley and Martin (2013) characterized strategy as an incorporated arrangement of decisions that extraordinarily positions the firm in its industry in order to make feasible point of interest and better esteem relative than the opposition. Additionally, examined how leaders in some cases approach system through ineffectual perspectives, for example, comparing methodology to vision or to an arrangement. Vaez et al., (2015) prepared a survey study by gathering the documents and the structural equation, also used the equations model in order to perform the deductive analysis for testing the hypothesis. Moreover, the author proved that the market disorder and the changes in the technology have the direct and considerable effects on the strategic thinking. Finally, stated that these changes need important steps in order to manage them, as much as preparing the background in order to strengthen the strategic thinking.

Rahnama et al., (2015) conducted a study in order to identify the factors which affect the strategic thinking. Also gathered the data through questionnaire about Shiraz municipality. As much as, proved that the market disorder and the changing in the technology enhance the thinking at any organizational level. Dehghahi et al., (2015) identified the main components of the strategic thinking which affect the decision-making process, as much as investigated their roles in order to improve the process for managers. Moreover, obtained a result that strategic thinking positively affects the decision-making operation. Nazemi et al., (2015) investigated the demonstrating wish in huge scale shapes. Additionally, distinguished the fundamental wellsprings of the instability in the present recreation because of the restrictions in information to host expansive scale models and also proliferation of different predispositions over the coordinated demonstrating framework. Ferreira et al., (2015) expected to comprehend the truth of social administration associations, the level of execution of vital arranging and additionally the effect of its application on hierarchical viability. Key arranging is one of such a significant key administration instrument and one of its principle targets is to make associations more viable. In this way, the exploration has been directed so as to figure out whether key arranging is executed in social administration associations and what impacts has its application had on authoritative viability. At last, presumed that the selection of vital arranging affects hierarchical adequacy of social administration associations.

Benefits of Strategic Thinking on an Organization: In reviewing the particular overall performance with the businesses, it is always intriguing to remember those businesses that execute at the greatest levels possess some kind of formalized proper plan set up and possess applied it well. On the other hand, individuals’ businesses that have difficulty don't have any strategy in place and also appear to flounder inside their efforts to achieve success.
For a business to reach your goals, there needs to be the plan for fulfillment. The proper program helps you to offer course and concentrate for many employees. This points to be able to certain outcomes in which can be attained as well as establishes a course of action with regard to achieving these. An ideal program also helps the various function units within a business to be able to arrange on their own together with common targets. Probably, the key cause of company disappointment just isn't creating a proper plan in place which is being nicely implemented. If your enterprise offers small idea exactly where It's went, it's going to stroll aimlessly along with things altering continually as well as staff puzzled by The purpose of their own work. Creating a proper plan is simple enough. It may need several thought plus some feedback from consumers among others, yet businesses need to be consistently garnering feedback from suitable component groups by using a continuing schedule. The entire process of having an ideal program should be satisfying for all included and usually helps create more powerful marketing and sales communications among people with the planning team. To produce a strategic program, set up a preparing group that includes workers, managers, operator and also clients. They should be held in order to ten to be able to twelve people. There are a number associated with steps mixed up in method and it needs superb facilitation to help keep points on course. Summarizing the benefits of implementing a strategic thinking and planning process, the list of benefits is tabulated in Table 1.

<table>
<thead>
<tr>
<th>Table 1: List of Benefits that can be Gained Through Strategic Thinking and Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Focusing on important items as time, talent, and money.</td>
</tr>
<tr>
<td>2. Proving the awareness of changing the environment as foundation</td>
</tr>
<tr>
<td>3. Analyzing the internal business and evaluating its performance.</td>
</tr>
<tr>
<td>4. Recognizing the impacts which change the business environment.</td>
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<tr>
<td>5. Aware of the organization and its potentials as strengths and weaknesses,</td>
</tr>
<tr>
<td>6. Identification and analysis of the available opportunities and potential threats.</td>
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<tr>
<td>7. Redirection the Organization when needed</td>
</tr>
<tr>
<td>8. Bringing strategic issues to its top management.</td>
</tr>
<tr>
<td>9. Setting more than one set of realistic objectives.</td>
</tr>
<tr>
<td>11. Improving the level and performance of the organization.</td>
</tr>
<tr>
<td>12. Identification or may be vanishing weaknesses.</td>
</tr>
<tr>
<td>13. Controlling problems.</td>
</tr>
<tr>
<td>14. Better communication with other competitors.</td>
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</tbody>
</table>

**Data Collection**: The researcher requested a permission from his adviser in order to write, taking permission to go to the selected organization, and distribute the questionnaires. The questionnaires were submitted to the selected organization and given a period of one week to fill and answer the questions, then collected, and the researcher did the required calculations, then tabulated them. Structured and unstructured forms were used in the questionnaires.

**Data Analysis**: Qualitative and quantitative analysis were used in order to analyze both kinds of questionnaires and the personal interviews.

**Presentation of Findings**: Response rate, Table 2 presents the response rate as

<table>
<thead>
<tr>
<th>Table 2: Response Rate</th>
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</thead>
<tbody>
<tr>
<td>Issued Questionnaires</td>
</tr>
<tr>
<td>50</td>
</tr>
</tbody>
</table>

**Analysis and Findings**: In this section, the percentage of the response for the questionnaires was considered as good, so that it met the expectations of the researcher, as much as it was assumed to access the challenging top organization’s owner, presidents, and directors. Moreover, the researcher was satisfied from the obtained result 82%. Even though, some persons left some questions empty.

**Interviews**: Table 3 presents the response rate of the interview, where the interview was conducted beside the questionnaires in order to assist some of the respondents for their English as the main language was the Turkish language.

<table>
<thead>
<tr>
<th>Table 3: Response Rate</th>
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</thead>
<tbody>
<tr>
<td>Accessed Respondents</td>
</tr>
<tr>
<td>43</td>
</tr>
</tbody>
</table>

**Analysis and Findings**: In this section, the response rate was comparatively higher in comparison with the questionnaires, this result due to the main language in the selected organization was the Turkish language as firstly, secondly, the selected organization is completely new one and its age is one year, for this reason, the directors, leaders, and the owner were interested to have like this interview.
Need of Strategic Thinking and Planning: In this item, the need of strategic thinking in the selected organization which depends on the training level for each member. The obtained results are tabulated in Table 4, and shown in Figure 1.

<table>
<thead>
<tr>
<th>Need level of Strategic Thinking</th>
<th>Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>46</td>
<td>92 %</td>
</tr>
<tr>
<td>Agree</td>
<td>3</td>
<td>6 %</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Non</td>
<td>1</td>
<td>2 %</td>
</tr>
</tbody>
</table>

![Needs of Strategic Thinking and Planning](image)

Figure 1: Needs of Strategic Thinking and Planning

Encountered Challenges by the Selected Organization: The challenges of the effective strategic thinking and planning process in the selected organization are tabulated in Table 5 and the obtained results are shown in Figures 2 and 3.

Table 5: Effective Strategic Thinking and Planning

<table>
<thead>
<tr>
<th>Item</th>
<th>Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unidentified Goals</td>
<td>10</td>
<td>20 %</td>
</tr>
<tr>
<td>Culture</td>
<td>23</td>
<td>46 %</td>
</tr>
<tr>
<td>Inappropriate Culture</td>
<td>2</td>
<td>4 %</td>
</tr>
<tr>
<td>Inadequate leadership by department managers</td>
<td>25</td>
<td>50 %</td>
</tr>
<tr>
<td>Information system used for strategic thinking</td>
<td>7</td>
<td>14 %</td>
</tr>
<tr>
<td>Insufficient resources for execution process</td>
<td>18</td>
<td>36 %</td>
</tr>
<tr>
<td>Ownership feeling’s leakage</td>
<td>20</td>
<td>40 %</td>
</tr>
<tr>
<td>Given training and instructions</td>
<td>5</td>
<td>10 %</td>
</tr>
</tbody>
</table>
Analysis and Findings: From the Table 5 above, it is apparent that all the actual stated obstacles were influencing effective strategic pondering as well as preparing within a business. Many respondents admitted which inadequate authority and emotions of lack of possession on the part of department managers and employees respectively as a major burden in order to efficient ideal considering in an organization. Also influencing effective strategic thinking is lack of concerning employees in forming methods as this makes them believe that the particular methods already been formulated are usually strange in their mind consequently requirement for opposition which usually affects the ideal organizing in an organization.

Effective Strategic Thinking and the Essential Factors: Table 6 shows the effective factors that are mainly necessary for the effective strategical thinking and planning in the selected organization.

Table 6: Effective Factors for the Strategical Thinking

<table>
<thead>
<tr>
<th>Items</th>
<th>Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Structure</td>
<td>34</td>
<td>68</td>
</tr>
<tr>
<td>Effective communication</td>
<td>33</td>
<td>66</td>
</tr>
</tbody>
</table>
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**Summary:** The researcher wanted to understand the need for strategic thinking and planning in an organization, as much as the effects of them on the performance of the organization, and all respondents felt there was a need for strategic thinking in an organization in order to achieve corporate organizational goals. From the findings it was also evident that effective strategic thinking, planning, and decision making provide unity of purpose for all employees to steer towards achieving organizational objectives. According to the findings, the performance of the selected organization which applies strategic thinking and planning had higher chance of expanding its existence in the market, so that there are more than ten universities at the TRNC, it shares a financial stability. The study findings indicate that one of the major challenges for effective strategic thinking and planning processes is inadequate leadership and direction by departmental managers. Since department managers are responsible in formulating and implementing short term plans.

V. **Conclusion**

From the findings from the study carried out, the actual investigator concludes in which strategic thinking is a crucial device which should not be assumed. An organization which usually has to excel need to utilize strategic thinking to gain competing edge on competitors. Strategic thinking is applicable to all or any organizations no matter their particular dimensions and also scope of functions. The control over the actual businesses need to set up the need for proper thinking and also planning in their respective businesses as well as formulate policies and finances in order to achieve organizational goals. Simply by creating the requirement of strategic pondering, the particular administration may with each other work at achieving the company objectives from the organization. It really is obvious how the business designed to use ideal pondering execute better than these do not, and therefore managers need to realize that proper pondering provides direction to the total business for attaining company goals. One can find tremendous barriers in order to proper considering method which obstacles may be get over by aiming firm construction with the company goals and including employees in strategy ingredients given that are going to responsible in implementing people methods. The difficulties can also be conquering by communicating successfully with employees upon what they are designed to perform to have business goals.

**References**