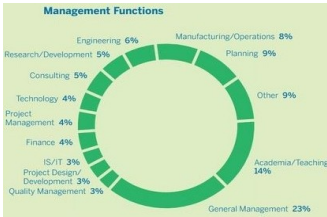


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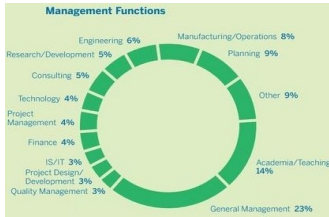


Lack of Strategic Planning: Balancing Short-run Performance and Longer Term Prospects for Management in Organizations

- *Strategic Planning: Balancing Short-run Performance and Longer Term Prospects for Management in Organizations*
- *Multi-discipline industry: Strategic planning is required (Kim Warren, The Trouble with Strategy... (2012))*
- *“The DOD has highly qualified staff including engineers and analysts to research shipbuilding” (staff assistant, Committee, U.S. Congress)*
- *“... increasing specialization by scholars, and the transformation of university or college teachers into professionalized, narrow focused researchers who also happen to teach; specialists whose professional success and standing depend in large part on the degree of their identification with some particular subdiscipline or subsubdiscipline. Each part of the curriculum is someone’s responsibility, but no one has a responsibility for making the connections between the parts.” (Macintyre, Alasdair (2007), The End of Education: The Fragmentation of the American University, C21 Resources, Spring 2007, Boston College)*
- *Lack of strategic planning in the multi-discipline industry lead to the defects in the products commensurable to their overall cost*
- *Multi-style of management structures that are connected through the balance of interests instead of strategic planning, lead to breaking the “Management Functions” circle in parts because each party involved is taking their own specific functions from the overall circle, “but no one has a responsibility for making the connections between the parts”*
- *“The DOD has highly qualified staff including engineers and analysts to research shipbuilding” . What bases are used to form a “Management Functions” circle, i.e. academia research, balance of interests, other?*
- *SCHWIPAR's proposal: an academic center and information center in the close proximity to each shipbuilding organization (“An Examination of Quality Concepts and Their Value: Developing a Better Convergence between Quality Management and Systems Thinking in the U.S. Shipbuilding “)*

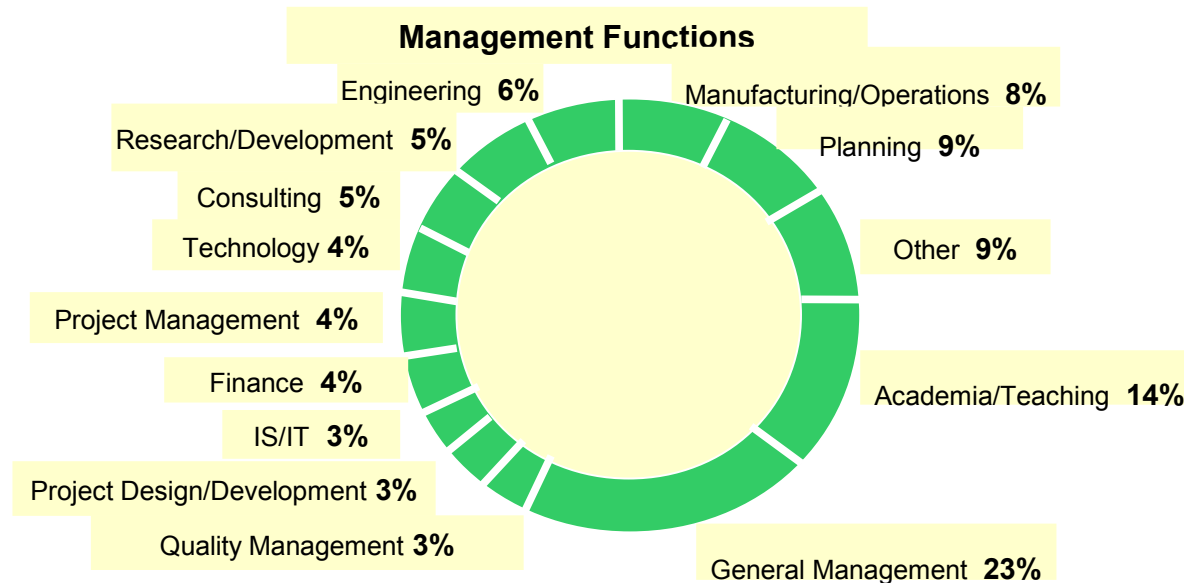
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- “The DOD has highly qualified staff including engineers and analysts to research shipbuilding”. Multi-discipline industries = System Dynamics modeling + historical experience + blocking from three types of errors [historical (experience); situational (intuition); know-how]. MIT is ready to work together with “analysts to research shipbuilding” as multi-discipline industry
- Grounded UK nuclear submarine accident proved a need for this collaboration



Reference: Serman, J. (2010). *Management and Leadership Business Dynamics: MIT's Approach to Diagnosing and Solving Complex Business Problems* http://executive.mit.edu/openenrollment/program/business_dynamics_mits_approach_to_diagnosing_and_solving_complex_business_problems/5, accessed September 1, 2010