



Cambridge
International

Professional Research Thesis

Titled

*The role of strategic planning in reducing the
severity of crises in institutions*

Researcher

Sameh Mohamed Mahmoud Mohammed

Supervisor signature

2026



SUMMARY

Crises are an inseparable part of the life of institutions and organizations, whether they arise from internal or external causes. The ability to manage these crises is one of the key factors that contribute to the survival and sustainability of such institutions within their competitive and turbulent environments. Among the most effective tools that can help improve an institution's capacity to confront and deal with crises is strategic planning. Strategic planning is considered a fundamental process that enables institutions to define their future objectives and determine the necessary actions and policies to achieve these goals, including during periods of crisis.

Strategic planning is not limited to defining growth and expansion directions; it also encompasses the design of flexible strategies that enable the organization to rapidly adapt to changing circumstances during crises. Structured strategic planning helps anticipate potential crises, analyze risks, and develop effective response plans that enhance the institution's sustainability during challenging periods.

Crisis management is one of the concepts that is gaining increasing importance in our current era, as rapid change and complexity in economic, political, and social environments continue to accelerate.

Therefore, success in crisis management requires institutions to adopt effective strategic planning methods, which makes the relationship between the two pivotal in determining the extent of an organization's ability to adapt to unforeseen circumstances and mitigate the impact of crises on its continuity and reputation.

This study aims to shed light on the role of strategic planning in enhancing the capacity for successful crisis management. It also seeks to analyze how strategic planning influences the improvement of institutional responses to various crises, and to provide practical recommendations that assist leaders and decision-makers in adopting more effective strategies in this domain. Throughout this research, the tools and models that contribute to integrating strategic planning with crisis management strategies will be examined, along with case studies of institutions that have successfully dealt with crises by adopting a flexible and sophisticated strategic approach.

This study represents an attempt to understand the connections between strategic planning and crisis management in a dynamic and changing context, and to present a framework that helps institutions face future challenges with the highest degree of efficiency and effectiveness.

The study Problem.

Crises across various economic, political, and social domains are increasing at an unprecedented pace, placing institutions before major challenges that require rapid and effective responses. Crises — whether arising from sudden economic circumstances, political upheavals, or natural disasters — represent a true test of institutions' capacity to survive and continue. In this context, strategic planning is considered one of the vital tools that enables organizations to deal with these crises in a structured and effective manner. Yet, despite the significant importance of strategic planning in achieving institutional success, many organizations find themselves unprepared to face crises effectively, exposing them to the risk of collapse, reputational damage, or significant decline in performance.

Although strategic planning typically focuses on long-term objectives, many institutions may lack integration between effective strategic planning and crisis response. Furthermore, strategic planning is sometimes immersed in details related to institutional growth and expansion, overlooking the importance of preparing for crises and handling them efficiently. This gap between long-term strategies and crisis management during critical moments can lead to a significant deterioration in organizational performance during times of crisis.

The research problem lies in the fact that many organizations do not give strategic planning sufficient importance with regard to preparing crisis response plans or adapting to sudden changes. This problem is particularly evident in organizations that lack flexibility in their strategies or that focus solely on growth and expansion strategies without considering potential crises. Hence, there is a pressing need to understand the relationship between strategic planning and crisis management, and how institutions can benefit from this relationship to achieve success in difficult times.

This study aims to address this problem by analyzing how strategic planning can contribute to enhancing institutions' ability to anticipate crises, innovate effective strategies for dealing with them, and thereby ensure long-term sustainability and success.

The importance of studying:

This study holds special significance in light of the numerous challenges faced by institutions in our current era, as crises have become an integral part of working environments — whether economic, political, health-related, or environmental. In this context, crisis management requires special skills in planning and organization, which makes the relationship between strategic planning and crisis management a topic of paramount importance. Strategic planning is not merely a tool for achieving long-term goals; it is considered a fundamental factor in enhancing institutions' ability to adapt to changing and unexpected circumstances that may pose a significant threat to their continuity. Therefore, studying the role of strategic planning in crisis management is a necessary step toward understanding how institutions can build flexible strategies that allow them to deal with crises more effectively and efficiently.

The significance of this study also manifests in the reality that many institutions find themselves unprepared to face crises or lack the strategic vision that would enable them to respond quickly to emerging changes. This indicates that strategic planning has not been optimally leveraged to enhance organizations' capacity to confront crises effectively, which may lead to negative repercussions affecting organizational performance and continuity. Hence, the importance of this study lies in highlighting how

strategic planning can be employed to improve crisis management, as well as in presenting a framework that helps institutions benefit from flexible and effective strategies to face future challenges.

The significance of the study also emerges in the context of highlighting the role of institutional leadership in adopting strategic planning as a fundamental tool for preparing the organization to face crises. Understanding the relationship between strategic planning and crisis management can contribute to achieving a genuine transformation in the ways of thinking and execution within institutions, raising the level of institutional crisis response and providing new opportunities for improvement and growth even during difficult times.

In summary, the importance of this study is not limited to raising awareness of the role of strategic planning in crisis management, but also aims to provide practical and foundational knowledge for decision-makers to develop flexible and adaptable strategies, thereby enabling institutions to achieve success and sustainability in environments full of challenges.

Objectives of the study:

- *To analyze the role of strategic planning in enhancing institutions' capacity for crisis management.*
- *To study the relationship between strategic planning and institutional crisis response.*
- *To explore how strategic planning can be employed to anticipate potential crises.*
- *To evaluate crisis management strategies adopted by organizations that implement strategic planning.*
- *To provide practical recommendations for institutions to strengthen their strategies in dealing with crises.*
- *To analyze the impact of strategic planning on institutional sustainability during crises.*

Study hypotheses and questions.

Study Hypotheses

- *There is a positive relationship between effective strategic planning and institutions' ability to manage crises successfully.*
- *Institutions that rely on strategic planning are more capable of anticipating crises and preparing for them.*
- *Strategic planning enhances the institution's ability to rapidly adapt to sudden changes during crises.*
- *Prior strategic planning helps reduce the negative impacts of crises on institutions' reputation and performance.*

Research Questions

- *What is the role of strategic planning in enhancing institutions' capacity for crisis management?*
- *How does strategic planning affect institutions' ability to anticipate crises?*
- *What is the relationship between strategic planning and institutional crisis response?*
- *Can strategic planning help institutions rapidly adapt to unexpected circumstances during crises?*
- *How can strategic planning contribute to reducing the negative impacts of crises on institutional performance?*

Study Approach.

The descriptive-analytical method was used to investigate "The Role of Strategic Planning in Reducing the Severity of Crises in Institutions."

The limits of the study:

Spatial boundaries: The Arab World.

Time limits: .2026-2005

Study plan.

The study plan is organized as follows, comprising several chapters, sections, sub-sections, and a conclusion:

Chapter One: Theoretical Framework and Scientific Concepts.

Section One: The Concept of Strategic Planning and Its Importance in Crisis Management.

First: Definition of Strategic Planning and Its Objectives.

Second: The Importance of Strategic Planning in Crisis Management.

Third: Factors Influencing the Strategic Planning Process.

Section Two: Stages of Strategic Planning for Crisis Management.

First: Defining Strategic Goals and Objectives.

Second: Analysis of the Internal and External Institutional Environment.

Third: Formulating Appropriate Strategies and Plans to Address Crises.

Chapter Two: The Role of Strategic Planning in Mitigating Crisis Risks.

Section One: Strategic Planning Mechanisms for Mitigating Crisis Risks.

First: Identifying Potential Risks and Threats Facing the Institution.

Second: Developing Contingency Plans and Crisis Response Plans.

Third: Preparing Crisis Recovery and Operational Restoration Plans.

Section Two: Requirements for Successful Strategic Planning in Crisis Management.

First: Providing Necessary Human and Material Resources.

Second: Applying Effective Management Methods and Wise Leadership.

Third: Fostering an Organizational Culture Supportive of Crisis Management.

Chapter Three: The Impact of Strategic Management on the Competitive Performance of Institutions.

Section One: Setting Strategic Objectives for the Institution.

First: Definition of Objectives.

Second: Internal and External Environmental Analysis and SWOT Analysis.

Third: Strategy Implementation Phase.

Section Two: The Role of Strategic Management in Achieving Organizational Effectiveness and Crisis Response.

First: The Nature of Organizational Effectiveness.

Second: Indicators of Organizational Effectiveness.

Third: Importance and Levels of Organizational Effectiveness.

Fourth: Dimensions and Factors of Organizational Effectiveness.

Fifth: Key Requirements and Indicators for Increasing Organizational Effectiveness.

Sixth: Approaches to Measuring Organizational Effectiveness.

Seventh: The Role of Strategic Management in Crisis Response.

Section Three: The Impact of Strategic Management Elements on Competitive Performance.

First: The Impact of Strategic Planning.

Second: The Impact of Strategy Implementation.

Third: The Impact of Monitoring and Evaluation.

Conclusion.

In conclusion, strategic planning plays a vital role in reducing crisis risks within institutions. By defining objectives and formulating appropriate strategic plans, institutions can identify vulnerabilities and develop strategies to address them before crises occur. Strategic planning can also enhance awareness of potential risks and provide guidance and direction to the institution in implementing prevention and preparedness measures. In addition, strategic planning helps strengthen the capacity to respond effectively and in an organized manner when crises occur, thereby reducing their negative impact on institutional performance and reputation. Consequently, strategic planning for risks and crises is considered an essential component of effective institutional management, contributing to the enhancement of sustainability and success in confronting the various challenges institutions may face.

Results:

- *There is a positive relationship between strategic planning and the reduction of crisis risks within institutions.*
- *Effective strategic planning contributes to improving the long-term sustainability and stability of institutions.*
- *The use of modern tools and techniques in strategic planning increases institutions' capacity to anticipate and effectively manage crises.*

Recommendations:

1. Provide regular training for employees on safety and security procedures.
2. Incorporate security strategies into every aspect of strategic planning.
3. Conduct periodic evaluations of safety and security plans.
4. Strengthen cooperation with external entities to exchange knowledge and expertise in crisis management.
5. Develop mechanisms for effective communication and coordination among all institutional levels in emergency situations.

The reviewer:

Arabic references:

1. العزاوي، نجم (2012). إدارة الأزمات: منظور استراتيجي متكامل. عمان: دار اليازوري العلمية للنشر والتوزيع.
2. حريم، حسين (2015). إدارة الأزمات: استراتيجيات التعامل مع الأزمات. القاهرة: الدار المصرية اللبنانية.
3. أبو فارة، يوسف (2010). إدارة الأزمات: التخطيط والتنظيم والاستراتيجيات. عمان: دار المسيرة للنشر والتوزيع.
4. سليمان، محمد (2017). التخطيط الاستراتيجي لإدارة الأزمات. الإسكندرية: دار الجامعة الجديدة.
5. الخضيرى، محسن (2014). إدارة الأزمات: بين النظرية والتطبيق. الرياض: مكتبة الملك فهد الوطنية.
6. الحديثي، خالد (2018). التخطيط الاستراتيجي وإدارة الأزمات. عمان: دار صفاء للنشر والتوزيع.
7. عريقات، حسين (2016). إدارة الأزمات: التخطيط والاستراتيجيات. بيروت: دار الفكر العربي.
8. العطية، ماجد (2013). إدارة الأزمات: رؤية استراتيجية. القاهرة: المكتبة العصرية للنشر والتوزيع.

9. الدرادكة، مأمون (2015). إدارة الأزمات: تطبيقات عملية. عمان: دار المسيرة للنشر والتوزيع.
10. المعاني، أحمد (2019). التخطيط الاستراتيجي وإدارة المخاطر. الرياض: دار المريخ للنشر.
11. الزهراني، سعود (2014). إدارة الأزمات: مدخل استراتيجي. جدة: دار الأندلس للنشر والتوزيع.
12. البكري، ثامر (2017). التخطيط الاستراتيجي والتعامل مع الأزمات. بيروت: دار النهضة العربية.
13. الفضل، مؤيد (2016). إدارة الأزمات: استراتيجيات وتطبيقات. عمان: دار الحامد للنشر والتوزيع.
14. الشريف، عبد الرحمن (2018). التخطيط الاستراتيجي لإدارة الأزمات. القاهرة: الدار المصرية اللبنانية.
15. الغامدي، فهد (2015). إدارة الأزمات: مدخل استراتيجي. الرياض: مكتبة الملك فهد الوطنية.
16. الدليمي، عباس (2019). التخطيط الاستراتيجي والتعامل مع المخاطر. عمان: دار المناهج للنشر والتوزيع.
17. العتيبي، سعد (2017). إدارة الأزمات: رؤية استراتيجية. الكويت: مكتبة الفلاح للنشر والتوزيع.
18. الجبوري، يحيى (2016). التخطيط الاستراتيجي لإدارة الأزمات. بغداد: دار الكتب العلمية.

19. الصالح، عبد العزيز (2014). إدارة الأزمات: استراتيجيات وحالات دراسية. الدمام: دار ابن

الجوزي للنشر والتوزيع.

20. الشراوي، أحمد (2018). التخطيط الاستراتيجي والتعامل مع المخاطر. عمان: دار الميسرة

للنشر والتوزيع.

Foreign references:

- 1 .Mitroff, I. I. (2005). "Why Some Companies Emerge Stronger and Better from a Crisis: An Empirical Analysis of the Cognitive Crisis Management Capabilities." Kogan Page Publishers.
- 2 .Pearson, C. M., & Clair, J. A. (1998). "Reframing Crisis Management." *Academy of Management Review*, 23(1), 59-76.
- 3 .Preble, J. F. (1997). "Integrating the Crisis Management Perspective into the Strategic Management Process." *Journal of Management Studies*, 34(5), 769-791.
- 4 .Alpaslan, C. M., Green, S. E., & Mitroff, I. I. (2009). "Corporate Governance in the Context of Crises: Towards a Stakeholder Theory of Crisis Management." *Journal of Contingencies and Crisis Management*, 17(1), 38-49.
- 5 .Coombs, W. T. (2007). "Protecting Organization Reputations During a Crisis: The Development and Application of Situational Crisis Communication Theory." *Corporate Reputation Review*, 10(3), 163-176.
- 6 .Ritchie, B. W. (2004). "Chaos, Crises and Disasters: A Strategic Approach to Crisis Management in the Tourism Industry." *Tourism Management*, 25(6), 669-683.

7 .Pollard, D., & Hotho, S. (2006). "Crises, Scenarios and the Strategic Management Process." *Management Decision*, 44(6), 721-736.

8 .Paraskevas, A. (2006). "Crisis Management or Crisis Response System? A Complexity Science Approach to Organizational Crises." *Management Decision*, 44(7), 892-907.

9 .Burnett, J. J. (1998). "A Strategic Approach to Managing Crises." *Public Relations Review*, 24(4), 475-488.

10. Jaques, T. (2010). "Reshaping Crisis Management: The Challenge for Organizational Design." *Organization Development Journal*, 28(1), 9-17.