

BUILDING STRATEGIC PLANNING AND STRATEGIC MANAGEMENT CAPACITY IN PMII MATARAM ADVANCED CADRE TRAINING

Muhammad Yakub^{1*}

¹Universitas Nahdlatul Ulama Nusa Tenggara Barat, Indonesia

Email Penulis: muhammad.yakub@ununtb.ac.id

Abstrak

Kemampuan menyusun perencanaan strategis dan mengelola manajemen strategis merupakan kompetensi mendasar yang sering luput dari perhatian dalam jenjang kaderisasi organisasi kemahasiswaan, termasuk di lingkungan Pergerakan Mahasiswa Islam Indonesia (PMII). Kegiatan pengabdian kepada masyarakat ini bertujuan untuk memperkuat pemahaman dan keterampilan kader dalam menyusun strategic planning dan menerapkan strategic management melalui Pelatihan Kader Lanjut (PKL) Pengurus Cabang (PC) PMII Kota Mataram. Materi disampaikan dengan pendekatan kepakaran kebijakan ekonomi syariah, yang menekankan bahwa perencanaan strategis organisasi tidak hanya berorientasi pada pencapaian target, tetapi juga pada tata kelola sumber daya yang amanah dan berkeadilan. Metode kegiatan menggunakan pendekatan kualitatif deskriptif melalui observasi partisipatif, wawancara mendalam dengan pengurus dan peserta pelatihan, serta dokumentasi proses pelatihan. Materi disampaikan melalui ceramah interaktif tentang konsep visi-misi dan analisis SWOT, diskusi kelompok penyusunan rencana strategis organisasi, serta simulasi perumusan dan implementasi strategi jangka pendek dan jangka panjang. Hasil kegiatan menunjukkan peningkatan kemampuan kader dalam merumuskan visi organisasi, mengidentifikasi kekuatan dan kelemahan internal, serta menyusun langkah strategis yang selaras dengan nilai-nilai keislaman dan kemaslahatan organisasi. Kegiatan ini menegaskan pentingnya integrasi kompetensi manajerial modern dengan nilai-nilai etika Islam dalam pembentukan kader kepemimpinan mahasiswa. Disarankan agar materi strategic planning dan strategic management dijadikan modul reguler dalam setiap jenjang kaderisasi PMII, disertai pendampingan penyusunan rencana strategis pasca-pelatihan.

Kata Kunci: perencanaan strategis, manajemen strategis, kaderisasi, PMII, ekonomi syariah

Abstract

The ability to formulate strategic plans and manage strategic processes is a fundamental competence frequently overlooked in the cadre formation of student organizations, including the Pergerakan Mahasiswa Islam Indonesia (PMII). This community service activity aimed to strengthen cadres' understanding and skills in strategic planning and strategic management through the Advanced Cadre Training (Pelatihan Kader Lanjut/PKL) held by the Branch Board (Pengurus Cabang/PC) of PMII Mataram City. The material was delivered from the perspective of Islamic economic policy expertise, emphasizing that organizational strategic planning should be oriented not only toward achieving targets but also toward trustworthy (amanah) and equitable resource governance. The activity employed a qualitative descriptive approach, involving participatory observation, in-depth interviews with organizers and participants, and documentation of the training process. Material was delivered through interactive lectures on vision-mission formulation and SWOT analysis, group discussions on drafting organizational strategic plans, and simulations of formulating and implementing short-term and long-term strategies. The results show an improvement in cadres' ability to articulate organizational vision, identify internal strengths and weaknesses, and design strategic steps aligned with Islamic values and organizational benefit (maslahah). The activity underscores the importance of integrating modern managerial competence with Islamic ethical values in shaping student leadership cadres. It is recommended that strategic planning and strategic management content be institutionalized as a regular module across PMII's cadre formation levels, complemented by post-training mentoring in strategic plan development.

Keywords : strategic planning, strategic management, cadre training, PMII, Islamic economics

I. INTRODUCTION

Effective organizational leadership requires more than ideological commitment and interpersonal loyalty; it requires the ability to define direction, allocate limited resources wisely, and translate broad aspirations into achievable, time-bound programs. Within the cadre formation system of student organizations in Indonesia, however, training content has traditionally emphasized ideological grounding, social analysis, and organizational history, while structured instruction in strategic planning and strategic management remains comparatively underdeveloped (Irmanto and Ridwan, 2021; Hidayat and Syam, 2020). This gap becomes especially consequential at the advanced cadre level, where participants are expected to take on leadership roles that involve drafting work programs, managing budgets, and steering organizational direction over multi-year periods.

Pergerakan Mahasiswa Islam Indonesia (PMII) structures its cadre formation into sequential stages, culminating in the Pelatihan Kader Lanjut (PKL), a training level intended for cadres preparing to occupy strategic leadership positions at the branch (*cabang*) level and beyond. At this stage, cadres are expected to move beyond executing pre-set programs and instead participate in formulating organizational vision, mission, and multi-year strategy. Without structured exposure to strategic planning concepts such as SWOT analysis, vision-mission articulation, and strategy implementation and evaluation, cadres often default to ad hoc, reactive program planning that limits organizational effectiveness and continuity across leadership transitions (Fridayani, 2022; Khaeruman et al., 2023).

Strategic management as a field offers cadre organizations a structured way of thinking about the relationship between an organization's internal capabilities, its external environment, and the choices it makes to achieve long-term goals (Mintzberg, 1994; David, 2011). At the same time, embedding strategic management training within an Islamic student organization such as PMII presents an opportunity to root these managerial tools within an ethical framework, one in which strategic choices are evaluated not only for their effectiveness but also for their alignment with *amanah* (trustworthiness), *keadilan* (justice), and *maslahah* (organizational and communal benefit), themes that resonate strongly with Islamic economic policy discourse (Zahrotun et al., 2024; Susiofianti, Gunawan and Januar, 2025).

Building on this rationale, the Universitas Nahdlatul Ulama Nusa Tenggara Barat contributed a session on Strategic Planning and Strategic Management to the Pelatihan Kader Lanjut organized by PC PMII Kota Mataram, delivered from the perspective of Islamic economic policy expertise. The session sought to equip cadres with practical strategic planning tools while framing every managerial decision within a values-based lens appropriate to the organization's Islamic identity. This article documents the design, delivery, and observed outcomes of that session as a contribution to the discussion on strengthening managerial competence within faith-based youth organizations in Indonesia.

II. METHOD

This community service activity used a qualitative descriptive approach, appropriate for capturing how cadres engaged with and made sense of strategic planning concepts within their own organizational context,

rather than merely measuring quiz-style knowledge gains. The activity proceeded through three stages: preparation, implementation, and evaluation/reflection.

In the preparation stage, the service team held a coordination meeting with the steering committee of PC PMII Kota Mataram's Pelatihan Kader Lanjut to review the organization's existing planning documents, including its most recent work program (program kerja), in order to identify concrete gaps in strategic articulation that the session could address. This review also served to tailor case examples to the organization's actual operating context rather than relying solely on generic corporate case studies.

In the implementation stage, the team facilitated a session comprising four components: (1) an interactive lecture introducing core strategic management concepts, including vision-mission formulation, SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, and the strategy formulation-implementation-evaluation cycle; (2) a group exercise in which cadres conducted a SWOT analysis of their own commissariat or branch organization; (3) a facilitated discussion translating SWOT findings into a draft one-year strategic priority list; and (4) a closing simulation in which groups presented their draft strategic plans and received structured peer and facilitator feedback.

Data were gathered through participatory observation of cadres' engagement in the SWOT exercise and strategy presentations, semi-structured interviews with the PKL steering committee and a purposive sample of seven participating cadres, and documentation of group worksheets, discussion notes, and photographic records. Data were analyzed using the interactive model of Miles and Huberman, comprising data reduction, data display, and conclusion drawing, with triangulation across observation, interview, and documentary evidence used to strengthen the credibility of the findings.

III. RESULTS AND DISCUSSION

The Strategic Planning and Strategic Management session was held on the first day of the Pelatihan Kader Lanjut, attended by 34 cadres from various commissariats under PC PMII Kota Mataram, positioning the material as a foundation for subsequent organizational strategy and social analysis sessions.

A. Baseline Strategic Planning Literacy among Cadres

Initial discussion and the pre-session interviews revealed that most cadres associated "strategy" primarily with short-term event planning, such as organizing a single seminar or commemorative activity, rather than with a longer-term, resource-aware direction for the organization as a whole. Few cadres could articulate their commissariat's vision and mission beyond generic statements, and none reported having previously conducted a structured SWOT analysis of their organization. This finding mirrors broader observations that strategic planning literacy remains limited among student organization leaders even as they are entrusted with meaningful organizational responsibility (Irmanto and Ridwan, 2021; Hidayat and Syam, 2020).

B. Implementation of Strategic Planning and Management Content

The interactive lecture introduced strategic management as a continuous cycle rather than a one-time document-writing exercise, drawing on the classical strategy formulation-implementation-evaluation

framework (David, 2011; Hunger and Wheelen, 2004). To make the material accessible, the facilitator reframed each stage using organizational language familiar to cadres: vision as the *cita-cita bersama* (shared aspiration), SWOT as *pemetaan diri organisasi* (organizational self-mapping), and implementation as the translation of *rencana strategis* into concrete *rencana kerja* (work plans) with clear timelines and responsible parties.

During the SWOT group exercise, cadres identified internal strengths such as strong alumni networks and religious legitimacy within the community, alongside weaknesses including irregular financial recordkeeping and inconsistent regeneration of active members between leadership periods. External opportunities identified included growing demand for youth civic engagement programs, while threats included competition for members' time from academic obligations and rival student organizations. Facilitators noted that once given a structured format, cadres were able to generate substantially richer situational analysis than they had displayed in the opening discussion, consistent with findings that structured planning tools meaningfully improve the quality of strategic thinking among novice planners (Khaeruman et al., 2023; Fridayani, 2022).

A distinctive element of the session was the explicit integration of Islamic economic policy perspectives into strategic planning discussion. Drawing on the concept of *amanah* in resource stewardship, the facilitator emphasized that strategic choices regarding budget allocation and program prioritization should be evaluated not only by efficiency criteria but also by their contribution to *maslahah*, benefit for members and the wider community, and by transparency in accounting for entrusted resources. This framing echoes arguments in the Islamic strategic management literature that effective strategy in faith-based organizations must reconcile managerial rationality with religious-ethical accountability (Zahrotun et al., 2024; Susiofianti, Gunawan and Januar, 2025).

C. Outcomes and Organizational Follow-Up

In the closing simulation, groups presented draft one-year strategic priorities derived directly from their SWOT analysis, ranging from establishing a simple financial reporting system to launching a structured alumni-mentorship program. Compared to the vague, activity-based planning described at the outset, these draft plans showed a clearer logical link between identified organizational conditions and proposed strategic action, indicating that the session succeeded in shifting cadres from *ad hoc* activity planning toward a more structured strategic reasoning process (Bryson, 2018; Kaplan and Norton, 1996).

Post-session interviews indicated that cadres valued the practical, worksheet-based format more than a purely lecture-based delivery would have allowed, and several expressed intent to bring the SWOT framework back to their respective commissariats for use in drafting the coming year's work program. The PKL steering committee also indicated interest in institutionalizing a simplified annual strategic review process across all commissariats, using the SWOT-to-priority-list format introduced in the session as a starting template.

D. Supporting Factors and Challenges

Several factors supported the effectiveness of the session. First, tailoring case material to the organization's actual planning documents, rather than generic corporate examples, made the exercise immediately actionable. Second, framing strategic management concepts through familiar organizational language lowered the barrier to engagement for cadres without prior exposure to formal management theory. Third, grounding strategic choices in Islamic economic policy values gave cadres an ethical vocabulary for evaluating strategic trade-offs that resonated with the organization's religious identity, reducing the sense that "strategy" was an imported corporate concept disconnected from their values.

The activity also encountered limitations. The single-session format allowed only an introductory SWOT exercise rather than a complete strategic plan, meaning follow-up support is needed to help cadres finalize and operationalize their draft priorities. Some cadres also initially conflated strategic planning with financial auditing, requiring additional clarification during discussion, suggesting that future sessions could benefit from a clearer conceptual distinction between strategic planning and financial oversight from the outset. These observations are consistent with prior findings that single strategic-planning interventions are most effective when embedded within a longer-term mentoring relationship rather than delivered as an isolated activity (Rustianti and Haq, 2024; Alfin et al., 2024).

IV. CONCLUSION

This community service activity demonstrates that strategic planning and strategic management competence can be meaningfully strengthened among student cadre organizations when delivered through structured, participatory tools such as SWOT analysis and vision-mission articulation, and when framed within values consistent with the organization's identity. Cadres of PC PMII Kota Mataram showed a marked shift from vague, activity-based planning toward structured, situationally grounded strategic reasoning, and organizational leadership expressed intent to institutionalize elements of the exercise across commissariats. Integrating Islamic economic policy perspectives, particularly the principles of amanah and maslahah, into strategic management training offers a distinctive and effective approach for faith-based youth organizations seeking to build managerial capacity without compromising their ethical foundations. It is recommended that strategic planning and strategic management content be adopted as a regular module across PMII's cadre formation levels, complemented by post-training mentoring to support cadres in finalizing and implementing their strategic plans.

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