

COVENANT UNIVERSITY  
NIGERIA

*TUTORIAL KIT*  
*OMEGA SEMESTER*

PROGRAMME: POLICY AND  
STRATEGIC STUDIES

COURSE: STS 121

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# STS 121: INTRODUCTION TO POLICY AND STRATEGIC STUDIES

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## QUESTIONS

1. What is Strategy?
2. How did Clausewitz define Strategy?
3. Define is Military Strategy.
4. Explain Grand Strategy.
5. What is Management Strategy?
6. Beyond morality and legality, a truly acceptable strategy must:
7. Strategies that only meet the norms of one or two of the legs are possible if:
8. What can you know about U.S. invasion of Panama in 1989?
9. Effective strategic managers should have the knowledge, the skills and vision necessary to:
10. Rationality implies that:
11. What is Game Theory?
12. Explain the term Prisoner's Dilemma.
13. Explain the term Zero-Sum Game.
14. Explain the Biological Theories.
15. What is Power?
16. Explain the concept of War.
17. Explain the concept of Deterrence.
18. What is the Deterrence Theory?
19. How would you describe Strategic Planning?
20. Explain the concept of Threat?

## MODEL ANSWERS IN ALTERNATE SEQUENCE (ODD NUMBERS)

1. Strategy may be seen as the means by which objectives are pursued and obtained overtime, or in its simplest terms, the way you get what you want.
2. According to Clausewitz (1976), Strategy is the use of the engagement for the purpose of war.
3. Military strategy deals with the planning and conduct of campaigns, the movement and disposition of forces, and the deception of the enemy. The father of modern strategic study, Carl von Clausewitz, defined military strategy as "the employment of battles to gain the end of war." Hence, he gave the pre-eminence to political aims over military goals, ensuring civilian control of the military.
4. Grand strategy is military strategy at the level of movement and use of an entire nation state or empire's resources. Issues of grand strategy typically include the choice of primary versus secondary theatres in war, the general types of armaments to favour manufacturing, and which international alliances best suit national goals. It has considerable overlap with foreign policy, but grand strategy focuses primarily on the military implications of policy.
5. Management strategy is an ongoing process that assesses the business and the industries in which the company is involved; assesses its competitors and sets goals and strategies to meet all existing and potential competitors; and then reassesses each strategy annually or quarterly [i.e. regularly] to determine how it has been implemented and whether it has succeeded or needs replacement by a new strategy to meet changed circumstances, new technology, new competitors, a new economic environment, or a new social, financial, or political environment.
6. Fit the norms of the **military**, **government**, and **people**.

7. They are not in major conflict with deeply held norms of the other legs, but they must be achievable very quickly to avoid possibly disastrous conflict over acceptability.
8. It was an invasion of a sovereign foreign nation justified by fairly innocuous political issues.
9.
  - i. Understand the total organization i.e its mission, its goals, or its objectives, its culture, and the activities of the different functional areas;
  - ii. Understand the environment in which the organization is operating, with particular reference to the opportunities and threats that are present;
  - iii. Develop strategies that are appropriate to the organization and its environment;
  - iv. Implement chosen strategies; and
  - v. Control, evaluate and amend the strategies that have been selected.
10. The individual must choose the best option that maximizes his/her utility or payoffs.
11. Game theory provides analytical tools for examining strategic interactions among two or more participants. By using simple, often numerical models to study complex social relations, game theory can illustrate the potential for, and risks associated with, cooperative behaviour among distrustful participants.
12. It illustrates the paradoxical nature of interaction between mutually suspicious participants with opposing interests.
13. A zero-sum game is a game in which one player's winnings equal the other player's losses.
14. The theories by assumption believe that humankind is evil by nature. The thinking is that, since our ancestors were inherently violent beings, we have evolved from them and our genes carry violent traits. Classical theorists like Thomas Hobbes, St. Augustine,

Malthus, and Freud expressed the belief that human beings were driven by natural instinct of self-preservation.

15. Power here is defined as the ability of A to cause B to do what he would otherwise not have done.
16. A mutually recognized, hostile exchange of actions among two or more parties (such as between or within nation-states) conducted by conventional military forces, paramilitary forces, guerrillas, or non-violent resisters to achieve respective policy objectives. Warfare assumes a degree of continuity until such objectives are accomplished or a party concedes or is defeated.
17. Deterrence is an active and dynamic process. This makes its definition elusive. However, it is widely agreed today that deterrence as a term of art means preventing war either through fear of punishment or fear of defeat, or sometimes even through fear of undefined negative consequences. This would have informed Sterling Haydon's definition of deterrence as the art of producing in the mind of the enemy, the fear to attack.
18. Deterrence theory is a military strategy developed after World War II and used throughout the Cold War era. It is especially relevant with regard to the use of nuclear weapons, and has featured prominently on current United States foreign policy regarding the development of nuclear technology in North Korea and Iran.
19. Strategic planning has also been defined as "a disciplined effort to produce fundamental decisions and actions that shape and guide what an organisation (or other entity) is, what it does, and why it does it. Strategic planning requires broad-scale information gathering, an exploration of alternatives, and an emphasis on the future implications of present

decisions. It can facilitate conversation and participation, accommodate divergent interests and values, and foster orderly decision-making and successful implementation.

20. This concept has ordinarily been defined as a feeling, whether real or imaginary, by one being that another being has hostile intentions against him. It may also be an action occasioning danger, harm or evil.