

COVENANT UNIVERSITY
NIGERIA

TUTORIAL KIT
OMEGA SEMESTER

PROGRAMME: POLICY AND
STRATEGIC STUDIES

COURSE: STS 423

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STS 423: STRATEGIC PLANNING

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QUESTIONS

- (1) Discuss approaches to strategy formation
- (2) Critically examine contingent planning
- (3) Discuss strategic Planning Process
- (4) Critically analyse the concept of strategic planning
- (5) Discuss factors that shape approach to planning and also encourage strategic planning:
- (6) Discuss the characteristics of a good strategic plan
- (7) Discuss the process of strategic choice
- (8) Discuss strategic planning in non-profit organization
- (9) Critically analyse the nature of strategic implementation
- (10) Discuss corporate planning
- (11) Critically analyse factors that shape approach to planning
- (12) Discuss adaptive plan
- (13) Discuss core competencies within the context of organizations
- (14) Discuss strategic planning parameters
- (15) Critically examine participants in strategic planning
- (16) In what ways are strategic planning different from corporate planning?
- (17) Discuss intuition as an approach to strategy formation
- (18) “strategic planning provides the framework within which future activities of a company are expected to be carried out”. Discuss
- (19) Discuss the relevance of SWOT analysis to strategic planning.
- (20) Differentiate between traditional and strategic planning

MODEL ANSWERS IN ALTERNATE SEQUENCE (ODD NUMBERS)

- (1) Discuss approaches to strategy formation

Introduction; student is then expected to discuss the following in details:

Intuition, Disjointed incrementalism, entrepreneurial approach, formal structure approach, key factor approach, incremental and integrated approach.

(3) Discuss strategic Planning Process

Student is expected to discuss the following in detail

Environmental scanning; appraising the resource capability and Setting strategies.

(5) Discuss factors that shape approach to planning and also encourage strategic planning:

- (i) The scope of the activities of modern organizations has become much wider.
- ii) The single-minded pursuit of profit has become much less acceptable at the level of society in the past years.
- iii) (iii) As the industrial society has developed, the role of organizations in the private sector as instruments of national economic progress has diminished.
- iv) (iv) the growth and immediate presence of communications media, have resulted in many segment of the society being involved in the issues of day to day and being much better informed.
- v) (v) conditions in which modern organizations operate are dynamic.

(7) Discuss the process of strategic choice

- (i) Focussing on strategic alternatives.
- (ii) Analysing the strategic alternatives.
- (iii) Evaluating the strategic alternatives.
- (iv) Choosing from among the strategies

(9) Critically analyse the nature of strategic implementation: (1) Action Orientation, 2. Comprehensive in Scope (3) demanding varied skills (4) Wide range involvement (5) integrated approach.

(11) Critically analyse factors that shape approach to planning

Answer: student is expected to explain the following factors in detail:

- (i) the scope of the activities of modern organizations has become much wider.
- (ii) The single-minded pursuit of profit has become much less acceptable at the level of society in the past years.
- (iii) As the industrial society has developed, the role of organizations in the private sector as instruments of national economic progress has diminished.

- (iv) (4) The growth and immediate presence of communications media have resulted in many segment of the society being involved in the issues of day to day and being much better informed.

Conditions in which modern organizations operate are dynamic

(13) Discuss core competencies within the context of organizations

Answer: student is expected to discuss in detail factors that constitute core competencies of an organization which may include: personnel of high calibre; quality of product(s); among others.

(15) Critically examine participants in strategic planning

Answer: the level of participation of individuals in an organization in strategic planning varies. However, members of management are more involved in the process. Student is expected to discuss the varying level of involvement of various categories of staff in an organization.

(17) Discuss intuition as an approach to strategy formation

- Answer: **Intuition:** - this approach does not favour long-range planning. The chief executive may have a strong feeling that a particular alternative strategy is the right one in a particular circumstance and takes a decision accordingly. This approach lacks objectivity as it only draws on the year of experience and observation of the chief executive. For it to work, the decision maker must be highly experience and smart.

(19) Discuss the relevance of SWOT analysis to strategic planning.

Student is expected to explain the meaning of the acronym which simply denotes: S- Strength

W-Weakness O-Opportunities and T-Threats and then explain the relevance of the acronym to strategic organization.