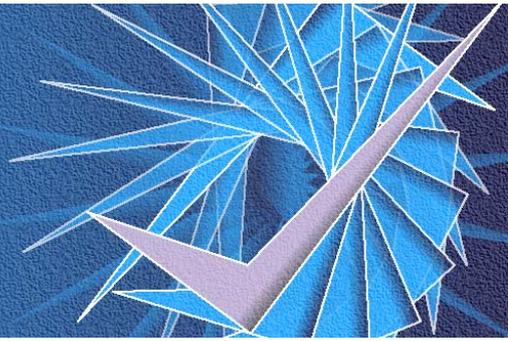


# Sample Activities

## Management: Develop Strategic Plans



### INTRODUCTION

It is important for you to complete the activities that are provided throughout the workbook. These activities are designed to help you start to apply your learning and prepare you for your final Unit assessment.

The sample activities in this section are designed to help you access the activities included within the workbook. The section looks at each of the activities and aims to help you generate your answers by suggesting ways to complete the different activities. The information provided for each activity aims to help you create your answer by recommending a structure and possible approach, linked to the content of the learning programme.

It is recommended that you consider the information provided in this document before undertaking the activities themselves. Discussions with your tutor regarding the activities are also recommended before you initiate the work.

## SECTION ONE

### ACTIVITY — STRATEGY DEVELOPMENT

<b>Activity</b>	Look at a strategic decision made by an organisation you are familiar with. Investigate the decision and write a report explaining how the strategy was developed and identify if the strategy appears to be the result of an emergent or prescriptive strategy.
<b>Suggested approach</b>	<p>This activity was set to encourage you to learn more about strategy development through case study. Once you have identified a strategic decision, find out as much as you can about the development of that strategy and whether it was the result of an emergent or prescriptive strategy. It would also be useful to find out about the proposals to implement that strategy.</p> <p>Your findings should be presented in the form of a report which will be a useful example for you at a later date.</p>

### ACTIVITY — PLANNING

<b>Activity</b>	Referring to an organisation you are familiar with, identify an example of a medium- and a long-term plan. Describe the processes (prescriptive, emergent) that were used in their development, highlighting any similarities or differences.
<b>Suggested approach</b>	<p>This activity has been designed to help you understand how medium and long term plans are developed. Once you have chosen your organisation, find out as much as you can about each type of plan. You should focus on the following:</p> <ul style="list-style-type: none"><li>• The type of plan</li><li>• The background to the development of the plan</li><li>• The processes used to develop the plan</li><li>• The similarities between the processes used to develop each plan</li><li>• The differences between the processes used to develop each plan</li></ul> <p>Your report should seek to record what you have found in a way that will be useful to your self-development whilst working through this Unit.</p>

### ACTIVITY — ANALYSING THE MACRO ENVIRONMENT

<b>Activity</b>	Revisit the HN Unit, Management: Plan, Lead and Implement Change (DV8C 35), and review the PESTEL analysis process before completing a PESTEL analysis on the environment that an organisation you are familiar with functions within.
<b>Suggested approach</b>	This activity has been designed to encourage you to complete a PESTEL analysis on the environment that an organisation functions within. Before conducting your analysis, you should consider the tips on conducting an analysis as outlined in the workbook. Use these tips to help you with your analysis.

### ACTIVITY — PLANNING TOOLS

<b>Activity</b>	Referring to an organisation you are familiar with, use the planning tools discussed in this section to provide an assessment of its current situation. Write a report outlining your findings.
<b>Suggested approach</b>	This activity has been designed to encourage you to use a selection of planning tools and to apply them to an organisation you are familiar with. Your report should cover the following: <ul style="list-style-type: none"><li>• A brief description of the organisation and the environment it operates in</li><li>• The planning tools you have chosen to use and why</li><li>• For each planning tool, a description of how it was used</li><li>• A written account of your findings in relation to each tool</li><li>• An executive summary of your findings</li></ul>

### ACTIVITY — SCENARIO PLANNING

<b>Activity</b>	Having considered scenario planning, write a report to describe the advantages and disadvantages of this approach to planning, in relation to an organisation you are familiar with.
<b>Suggested approach</b>	<p>This activity has been designed to encourage you find out more about scenario planning and its uses. You should use the information gathered in the research activity on scenario planning to inform your report writing. Your report should include the following:</p> <ul style="list-style-type: none"><li>• A description of the organisation, its functions and the environment it operates in</li><li>• An account of current methods of planning for the future</li><li>• How scenario planning could benefit their strategic planning</li><li>• The disadvantages of this approach</li></ul>

### ACTIVITY — STRATEGIC PLANNING

<b>Activity</b>	Having considered the different planning tools, it is now time to consider how you can apply these techniques to your own situation. Write a report explaining how you intend to develop a strategic plan. Explain and justify your selection of planning tools linked to your organisation and the planned change you want to implement.
<b>Suggested approach</b>	<p>This activity has been designed to encourage you to use what you have learnt from working through this section to develop a strategic plan. Your report should contain the following:</p> <ul style="list-style-type: none"><li>• A summary of the organisation's present strategy (broken down into the seven parts as outlined in the introduction to Section One)</li><li>• The nature of the existing strategies (corporate, business, operational, prescriptive or emergent, short, medium or long term)</li><li>• A summary of the strategic planning tools chosen and why</li><li>• An account of the application of the tools and the findings</li><li>• Identification of any issues and the need for change</li><li>• Conclusions drawn from the research</li><li>• Recommendations made</li><li>• A discussion of the identified gaps between the strategic plan and its execution</li><li>• An indication of how this gap will be filled</li></ul>

## SECTION TWO

### ACTIVITY — ANALYSING THE MACRO ENVIRONMENT

<b>Activity</b>	For an organisation you are familiar with, develop a diagram which illustrates its position in the industry it is part of, relative to competitors in the market. You should provide a rationale to support your assessment.
<b>Suggested approach</b>	<p>This activity will help you to identify the position of an organisation relative to its competitors in the same industry area. You should use some or all of the following to produce your rationale on identifying the market position of the organisation:</p> <ul style="list-style-type: none"><li>• Extent of product (or service) diversity</li><li>• Extent of geographical coverage</li><li>• Number of product-based market segments served</li><li>• Distribution channels used (eg in retail: shop, catalogue or online channels)</li><li>• Extent (number) of branding</li><li>• Product or service quality</li><li>• Marketing effort (advertising spread, size of sales force)</li><li>• Technological leadership (leader or follower)</li><li>• Size of organisation</li></ul> <p>Use what you have gathered to construct a diagram to illustrate its position.</p>

### ACTIVITY — ETHICAL CHANGE

<b>Activity</b>	Take some time to consider the ethical implications of Kotter and Schlesinger's methods for dealing with resistance. Describe the ethical limitations of each of the methods relevant to current legal requirements.
<b>Suggested approach</b>	<p>This activity should make you reflect on methods used to deal with resistance to change. You should include:</p> <ul style="list-style-type: none"><li>• A summary of the methods described including research you have undertaken on the methods for dealing with resistance</li><li>• Any relevant pieces of employment law</li><li>• For each method an outline of the ethical issues as you see them and a description of any conflict with employment law</li></ul> <p>It may be useful for you to identify an organisation which has undergone successful change and research further into how and why it was successful and the methods used.</p>

### ACTIVITY — LEVERS

<b>Activity</b>	Think about how you might use some of the levers to gain support from stakeholders for your plan. Describe your approach relevant to an organisation you are familiar with.
<b>Suggested approach</b>	This activity has been designed to encourage you to find out more about levers and how they can be used to gain support for your strategic plan. Before deciding on your approach you should perhaps carry out your own research on the types of levers. Your approach should then be chosen based upon the nature (structure and culture) of the organisation you have chosen and the change process identified.

## ACTIVITY — DEVELOPING YOUR PLAN

<b>Activity</b>	Write a report explaining how you intend to control, monitor and support your plan. Provide details of the concepts and models you have selected to use to support the plan.
<b>Suggested approach</b>	<p>This activity relates to the plan you developed at the end of Section One of this workbook. It is important that part of your plan involves specifying how it will be controlled, monitored and supported throughout the process. Your report should include your developed plan and also the following:</p> <ul style="list-style-type: none"><li>• A description of the methods chosen in relation to each perspective and the reasons why you chose each method</li><li>• How you plan to implement each method</li><li>• How you plan to evaluate the project and at what points within the project timescale</li></ul>