



## **COLLEGE OF BUSINESS PEACE LEADERSHIP AND GOVERNANCE**

**MPM210 STRATEGIC PLANNING and MANAGEMENT IN THE PUBLIC SECTOR**

**END OF SEMESTER EXAMINATIONS**

**November 2018**

**LECTURER: A.M. Gumbo)**

**DURATION: (3 Hours)**

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### ***INSTRUCTIONS***

Answer ALL Questions in Section A and Choose and answer **any two essay**  
Questions from Section B.

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## SECTION A:

**ANSWER ALL QUESTIONS** in this section .Mark allocations at the end of each question are for your guidance.

1. Give a definition of Strategic Planning to show the key words on what it involves.
2. According to the Blackerby Associates, a good Strategic Planning model or cycle is made up of up to eight elements. Name these elements.
- 3 If all Government and Public sector organizations adopted the concept and practice of strategic planning and management, what are some of the benefits that would accrue to the Public sector service?
4. Name any two objectives of the Zimbabwe Civil Service /Public sector reforms undertaken in the last 1980's.
5. Before any "Planning" is undertaken, it is important to establish at least five outcomes in answer to small questions starting with the letters "W" and "H". Which small questions are these as covered at the beginning of your module.
- 6 What is the difference between "Tactical Planning " and " Strategic Planning" ?
7. The origins of the word "strategy" come from the Greek language word "strategos".What did this term mean or refer to?
8. In Planning for a participatory Strategic Planning workshop, name any six items that need to be planned and decided upon for maximum success.
9. Why is the horse-shoe " formation the most preferred sitting arrangement at a strategic Planning workshop?
10. Why are external Workshop Facilitators more preferred to local or internal facilitators? Give two major reasons.
11. What are the major differences between a "Vision" and a "Mission" in Strategic Planning and management?
12. Briefly define and show with examples of each the major differences between a "Goal" and an "Objective".
13. What is " Organizational culture" and how does it influence planning and implementation of strategy in an organization?
14. What are the two basic objectives of performing (i) an Internal environmental, and (ii) an External environmental analysis under the Situational Analysis stage of the Strategic Planning and Management Cycle?
15. Why is a Stakeholder Analysis and Mapping exercise very important before choosing /crafting strategies?
16. What does the "SMART" or "SMARTER" acronym represent in Objectives setting and formulation?



17. In Strategy Implementation and Monitoring planning, we must use "outcome" measures which are guided by the acronym "OVPI's. What does this acronym represent?
18. There are commonly five Plan Implementation Strategies to choose from depending on the prevailing circumstances. Name these five strategies.
19. There are five TIPS for managing budgets in Strategic Planning and Management covered in your Module. Name any three of these TIPS.
20. What does the acronym "MBWA" mean or represent in real -life Management situation?
21. The Management "CONTROL" process model has generally four (4) steps/stages Name these.
22. The last Stage/Step in our Strategic Planning and Management Module is "PERFORMANCE FEED-FORWARD". What is the meaning or rationale of this stage.

**SECTION B: Choose and ANSWER only TWO Essay Questions from here. Each full Question is marked out of 25marks.**

1. Discuss what issues and decisions have to be considered in respect of Planning for a Participatory Strategic Planning Workshop. Include in your answer some decision guidelines for the participants to take into account.
2. Strategic Plans may be crafted through a selected committee of top management, **Or** by an outside CONSULTANT funded by a donor agency **Or** through a participatory Planning Workshop. What are the merits and de-merits of each approach and which of these approaches would you recommend and WHY?
3. Why is the "IMPLEMENTATION, MONITORING and CONTROL" stage/step very important in the STRATEGY Planning and Management process? What could happen if the step/stage were not diligently done and followed?
4. Discuss the following five Approaches to STRATEGY IMPLEMENTATION showing the characteristics of each and where each would be most effective:  
  
i) The Commander approach ii) the Organizational change approach iii) the Collaborative approach iv) the Cultural approach AND, v) the Crescive approach.

**END OF PAPER**