Outline –ECON 3027 : Economic Planning

Course Description
The course material covers three main elements of economic and strategic planning: Conducting Strategic Analysis; Developing Strategic Direction and Implementing Strategic options. It covers topics such as: What is Strategy? What is Economic Planning? The Planning Process, Forecasting, Strategy Formulation, Planning and Budgeting, Balanced Scorecard, Strategy Execution. The course is delivered through a combination of practical coursework and classroom lectures.

Purpose of the Course
Planning is integral part of solving economic problems that challenge us in the region and is the core mission of the Department of Economics. In addition, research has shown that Strategic Planning is one of the more popular functions performed by Economists in private and public sector enterprises. This course was designed for final year students in the Department of Economics. The focus of the course is on how to conduct strategic planning at the level of the firm, industry, community or national economic development. The course will be pragmatic and interactive. Students will work together to apply strategic planning methodology, tools and techniques to a chosen organization, private or public or economic sector

Instructor information
- Name of instructor(s)- Michael John
- Office address and phone Mobile 771-0904
- E-mail address : Michael.john@sta.uwi.edu
- Office hours: To be advised
- Communication policy – preferred method of contact - E-mail

Dear Student,
Welcome to Economic Planning. In this course we seek to provide you with the tools required for strategic and economic analysis and planning.

Without doubt, you have made decisions in your life which required thinking about the future. For example, in choosing to attend University, you were engaged in the process of making decisions about how best to get to a desired future. Unwittingly, you were doing personal strategic planning. Strategic Planning as a tool has widespread applicability from the level of the individual to national economic development. This course aims to provide you with the tools and techniques to aid the processes of strategic thinking and planning in a broad spectrum of situations. If you like a practical hands-on approach to learning then I expect you to enjoy this course. If you are looking for a course that provides you with analytical tools for use in personal and professional life then you have made the right selection. If you are looking for a course that provides tools and techniques relevant to the job environment then you are in the right class. I look forward to our journey together. Treat the course as a learning opportunity and do enjoy the experience. I expect that your views on your role as an economist in the business context will change as you come to a greater appreciation for the important role planning can play in business and our economies.

Michael John
**Content**
Areas to be covered include the following major themes
- Introduction to Strategy
- Evaluation of the External Environment – PESTLE Analysis, Five Forces Model, Competitor Analysis; Stakeholder Analysis, Analyzing an Economy
- Evaluation of the Internal Environment - Value Chain, Financial Statements, Resource Audit, Core and Distinctive Competencies.
- Strategic Direction – Vision Statement; Mission Statement; Value Proposition
- Strategic Choice: Generic Strategy Options; Competitive Advantage of Nations; Strategy Evaluation and rank.
- Strategy Implementation - From plan to action; the Balanced Scorecard
- Economic Planning

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**Goals/Aims**
This course aims to provide students with:
- A clear understanding of the Strategic Planning process at the corporate and national level
- Exposure to and practical experience in the use of tools and technique applied in the process of formulating strategy.
- The ability to integrate complex organizational issues into a coherent business plan
- Ability to evaluate Strategic Plans and discern the degree of alignment.

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**Learning Outcomes**
Upon completion of this course students will be able to:

**Strategic Analysis**
- Conduct a strategic analysis of an organization or an economy.
- Utilize several models for strategic analysis
- Identify key issues and distill the implications for same on the organization

**Strategy Formulation**
- Synthesize information gathered to prepare a cogent strategy for firm or institution
- Craft strategies related to different situations and demands.

**Strategy Implementation**
- Identify pitfalls of strategy implementation and current best practice to overcome them.
- Build an implementation plan for executing a defined strategy.
- Design a high-level the Balanced Scorecard
- Develop an action plan for a strategic option
Assignments
Course work accounts for 40% of the marks in this course. In preparation students will be expected to complete a number of preparatory tutorial exercises. In addition, students are required to identify an organization i.e. private firm, state enterprise, non-profit organization, or Government institution which would serve as the subject for the two assignments. The overall objective of the assignment is to build a three year strategic plan for the chosen organization. Students are to work in Group of 2 or 3 persons to undertake this exercise.

Course Assessment
The purpose of the assessments is to assure students understanding of the material presented in the lectures and in the readings. Assessment will take three forms:

- Class discussion of reading material (ungraded but required)
- Coursework projects- 40 per cent of grade.
- Final Examination – 60 per cent of grade. The final examination will be 2 hrs long. Students will be required to answer three of the six questions on the paper. Questions are usually in three parts aimed at testing:
  - Understanding of key theories and concepts
  - Application of key concepts
  - Critical Evaluation of key theories and concepts.

Evaluation
Students are encouraged to communicate with the lecturer on challenges being experienced in the course as well as to provide feedback on how their experience can be improved and enhanced. Structured Post lecture and tutorial feedback by students will be encouraged. Students are provided with the opportunity to evaluate this course and its teaching. This is done via a questionnaire administered in class within the last two weeks of the semester.

Teaching Strategies
Students will have three (3) contact hours weekly.

- The course will be taught by means of lectures, discussions and learning by doing and peer to peer learning. There will be a team project (group of 2) as well as an individual essay/project
- Lectures & Tutorials – Thursday 5.00-8.00p.m. (Eng. Rm10)
- Lectures will be delivered with the aid of power point presentations. Student participation will be encouraged and students are advised to read assigned material before the scheduled class, so that they
can participate meaningfully in the class and tutorial discussion. Tutorial attendance is mandatory.

- Faculty regulations allow for debarment from the Final Examination in the case of students who do not attend at least 75% of tutorial classes. The Course Lecturer will be monitoring and subsequently enforcing this regulation

**HOW TO STUDY FOR THIS COURSE**

- Complete at least one essential reading before the class.
- Complete all essential readings between classes.
- Participate in class discussions
- Use the concepts, tools and techniques in doing the coursework project.

**Recommended Resources**

**Essential Text**


**Recommended**

- Per Jenstar; David Hussey; *Company Analysis*. John Wiley &Sons, 2001
- Garth Saloner, Andrea Shepard, Joel Podolny *Strategic Management*. John Wiley &Sons 2001

**Other Resources**

Journals and Other Readings

- Long Range Planning
- Harvard Business Review
- The Economist
- Central Bank of Trinidad and Tobago; Annual Economic Survey ; Monetary Policy Report
- IBD Economic Report
- IMF and World Bank: Global Economic Outlook

**Other Course Material**

- Students will be provided with online access to key articles and lecture notes

**Internet URL’s**

- [www.central-bank.org.tt](http://www.central-bank.org.tt)
Additional Information

Students are reminded of the University’s Examination Regulations for First Degrees, Associate Degrees, Diplomas and Certificates including GPA Regulations:

19. Any candidate who has been absent from the University for a prolonged period during the teaching of a particular course for any reason other than illness or whose attendance at prescribed lectures, classes, practical classes, tutorials, or clinical instructions has been unsatisfactory or who has failed to submit essays or other exercises set by his/her teachers, may be debarred by the relevant Academic Board, on the recommendation of the relevant Faculty Board, from taking any University examinations. The procedures to be used shall be prescribed in Faculty Regulations.

(This regulation (19) will be enforced. Students failing to attend a minimum of 75% of the tutorial classes will be debarred from taking the final Examination. Consequently, students are strongly advised to promptly bring to the attention of their Tutors/Lecturer evidence of extenuating circumstances that prevent them from attending tutorial class/lectures. Evidence of such circumstances will not be accepted at the end of the semester when the list of students to be debarred in this course is published.)

97. (i) Cheating shall constitute a major offence under these regulations
(ii) Cheating is any attempt to benefit one’s self or another by deceit or fraud.
(iii) Plagiarism is a form of cheating.
(iv) Plagiarism is the unauthorized and/ or unacknowledged use of another person’s intellectual effort and creations howsoever recorded, including whether formally published or in manuscript or in typescript or other printed or electronically presented form and includes taking passages, ideas or structures from another work or author without proper and unequivocal attribution of such source(s), using the conventions for attributions or citing used in this University.

Grading policy The University Grading System will apply.

Course Activities Planned


2. Attendance at the Conference on the Economy (COTE2013) on October, 2015, students must register for attendance with the Economics Student Union (ESU) or the Department of Economics.

Course Calendar

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<tr>
<th>Week</th>
<th>Topics</th>
<th>Readings/Resources</th>
<th>Activities including Assessments</th>
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<tbody>
<tr>
<td>Sept 3 - Week 1</td>
<td>• Introduction</td>
<td>• Course Outline</td>
<td>• Outline of the course and the requirements for success</td>
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<td>• Strategic Planning:</td>
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| Definitions Frameworks, Process | Point Planning Methodology | • Introductory Lecture  
• Tutorial – Evaluation Exercise |
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<td>Henry Mintzberg: Strategy Safari; Chap.1;</td>
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<td>Richard Lynch : Strategic Management .Chap 1;</td>
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<td>Thompson et al; Crafting and Executing Strategy Chap.1</td>
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<td>Henry Mintzberg: Rethinking Strategic Planning – Pitfalls and Fallacies PARTS 1 AND 11. – Long Range Planning Vol 27 #3</td>
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• Thompson et al: Crafting and Executing Strategy . Chap 3***  
• M .Porter Competitive Strategy Chap.1;***  
• G .Saloner, A Shepard, J. Podolny- Strategic Management .Chap.6.** |
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<td></td>
<td>External Analysis</td>
<td>Pre-lecture exercise to assess understanding of previous Lecture</td>
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<td>Post lecture evaluation practice quiz</td>
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<td>Tutorial – Evaluation Exercises</td>
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| Sept 17 - Week 3 | External Analysis continued | Key Macro. Economic variables( Hand out)  
• Central Bank of Trinidad and Tobago: Annual Economic Survey 2009 Executive Summary***  
• World Bank: World Economic Outlook 2009- Executive Summary  
• D. Georgott and R Murdick “Manager’s Guide to Forecasting” HBR Jan-Feb 1986.*** |
|------------------|-----------------------------|--------------------------------------------------|
|                  | Lecture                      | Tutorial Assessment –  
• Individual assignment given- quiz Forecasting methodology.  
• Economic analysis exercise |
|                  |                             | PROJECT 1 ISSUED |

| Sept 24 - Week 4 | Internal Analysis | Financial Ratios and their meanings (Handout)***  
• P Jenster, D.Hussey-Company Analysis: Determining Strategic Capability Chap.2  
• Assessing Financial Performance*** |
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<td>Competency analysis</td>
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<td>Oct 1 –</td>
<td>Internal Resource Audit</td>
<td>- G.Hamel and K.Prahalal; Core Competencies of An Organization; HBR May</td>
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<td>Week 5</td>
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<td>Oct 8 –</td>
<td>Strategic Direction</td>
<td>- Thompson et al. <a href="#">Crafting and Executing Strategy</a>, Chap 4***</td>
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<td>Week 6</td>
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<td>- R. Lynch <a href="#">Strategic Management</a>; Chap 4</td>
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<td>Oct 15 –</td>
<td>Strategy Formulation: Firm</td>
<td>- Thompson et al. <a href="#">Crafting and Executing Strategy</a>, Chap 2***</td>
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<td>Week 7</td>
<td>Level:</td>
<td>- Lynch, <a href="#">Strategic Management</a>; Chap 6; HBR-Building the Firm’s Vision</td>
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<td>– Thompson et al. Reading #1 pg 442;</td>
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<td>- Christopher Bart: [Making Mission Statements that count. CAMagazine]</td>
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<td>- G. Hamel and K. Prahalal; Core Competencies of An Organization; HBR May</td>
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<td>Nov 5 –</td>
<td>Week 10</td>
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<td>Nov 12 –</td>
<td>Week 11</td>
<td>Strategy Implementation</td>
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<td>• Balanced Scorecard</td>
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<td>Nov 19 –</td>
<td>Week 12</td>
<td>Plan Presentation</td>
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<td>Nov 26 –</td>
<td>Week 13</td>
<td>Course Review; Clarification of Issues etc.</td>
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