Directed Work 03: Business planning.

Exercise 1: Match the Concepts

Match each concept (A–F) with its correct definition (1–6).

Concept	Definition
A. Business planning	1. Reflection on possible futures to build a desired one.
B. Strategic planning	2. Translating strategies into concrete actions and resources.
C. Operational planning	3. A formalised decision-making process that develops a desired future state and the means to achieve it.
D. Forward thinking	4. Long-term orientation defining policies and organisational direction.
E. Mission	5. What the organisation is meant to do — its raison d'être.
F. Vision	6. What the organisation wants to become in the future.

Exercise 2: True or False

State whether each statement is **True (T)** or **False (F)**.

1. Strategic planning guarantees success if followed correctly.
2. Operational planning is the responsibility of top management only.
3. Strategic planning is a continuous, dynamic process.
4. Medium-term planning usually lasts 5–10 years.
5. Participation of people is more important than the perfection of the plan.
6. Business planning includes choosing policy, defining strategy, and planning operations.

Exercise 3: Identify the Planning Level

For each example below, identify whether it refers to **long-term**, **medium-term**, or **short-term (operational)** planning.

a. A company wants to develop an international subsidiary.
b. A company decides to launch three new products within three years.
c. A marketing team prepares next quarter’s advertising campaign.
d. An organisation defines its 10-year vision and mission.
e. A firm restructures its internal organisation for greater efficiency.

Exercise 4: Short Answers

Answer briefly (2–3 sentences each).

1. What are the main differences between strategic and operational planning?
2. Why must a business plan be updated annually?