Review the chapter from Jones (1998) [[**here**](https://www.moodle.is.ed.ac.uk/mod/resource/view.php?id=8609)] which provides a useful introduction to the main debate in strategy-making between strategy as deliberate and planned and using the 'rationality continuum' (page  426, figure 20.3), comment to the discussion forum [[**here**](https://www.moodle.is.ed.ac.uk/mod/forum/view.php?id=8983)] on where you place your organisation on that continuum in terms of its overall approach to  strategy-making. Do you think that position on the rationality is also reflected in the approach to  e-learning strategy and delivery? If it is different, why do you think that is the case?

You may find it helpful for this activity to use the organisational types questionnaire**[**[**here**](http://www.elearn.malts.ed.ac.uk/apps/audit/index.php)**]**. This  gives you a broad indication of the type of organisation you work in and so suggest where you  might expect the formal strategy-making approaches of the organisation to be placed on the  'rationality continuum'.

My views:

* Processual strategic management: Because it also emphasis negotiation for broaden ownership and greater transparency over strategy-making. In this context, a rational approach (as per the classical school) could not be implemented without acknowledgment and incorporation of different and disparate viewpoints.

Characteristics of strategies in developing countries:

* Strategies were shaped by the trade-off between opportunity and risk, determined by the existing government policies, the economy, international legal framework and resources.
* Important to broaden ownership over strategy-making
* Key assessments:
  + Policy & programme context,
  + Stakeholder analysis & institutional capacity assessment
  + Problem analysis
  + Lessons learned and review of ongoing/planned initiatives
  + Strategy selection
* Takes account of the continuing analysis, including capacity constraints, lessons learned from previous experience and the ongoing or planned activities of other donors

2nd question:

Perhaps better viewed as a continuum.