

**STRATEGIC CHANGE MANAGEMENT PRACTICES AT ABDUL  
MULLICK ASSOCIATES LIMITED CONSULTING ENGINEERS,  
KENYA**

**BY**

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**A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL  
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**DECEMBER, 2017**

**DECLARATION**

I hereby declare that this Management Research Project is my own work and has not been submitted previously in its entirety or in part in any other university for a degree.

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This MBA Project has been submitted with my approval as the appointed University supervisor.

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May God bless you all!

## **DEDICATION**

I dedicate this research project to God almighty for giving me life and good health to this far. I also dedicate my research project to my loving parents; the late Kerinah Abongo Yogo and Samson Yogo Nyalandowho have been of great support throughout my studies. In loving memory of my dear mother who passed on during the time I was working on this project. I will never forget the spirit of hard work and determination you instilled in me.

## LIST OF ABBREVIATIONS AND ACRONYMS

<b>AMA</b>	Abdul Mullick Associates Ltd Consulting Engineers
<b>CEO</b>	Chief Executive Officer
<b>FIDIC</b>	International Federation of Consulting Engineers
<b>IEK</b>	Institution of Engineers of Kenya
<b>ISO 9001:2015</b>	International Standards Organization Certification
<b>KEBS</b>	Kenya Bureau of Standards
<b>KeNHA</b>	Kenya National Highways Authority
<b>KeRRA</b>	Kenya Rural Roads Authority
<b>KRB</b>	Kenya Roads Board
<b>KURA</b>	Kenya Urban Roads Authority
<b>Ltd</b>	Limited
<b>PPP</b>	Public Private Partnership
<b>QMS</b>	Quality Management System
<b>RAP</b>	Road Annuity Programme
<b>RMLF</b>	Roads Maintenance Levy Fund

## **ABSTRACT**

The turbulence in the external environment in this fast changing world forces organizations to engage in strategic changes in a bid to align itself with the external environment. Organizations alter their business practices, strategies, structure and culture for competitive advantage through strategy and environmental fit. This research project sought to determine the strategic change management practices at Abdul Mullick Associates Limited Consulting Engineers as the main objective. The research design was a case study that enabled up - close, in – depth and detailed examination of the study as well as its context. Primary data was mainly gathered through interview of the top and middle–level management. Data was analyzed using content analysis. The study findings were that AMA Ltd underwent several strategic changes such as diversification, technological, people changes respectively, restructuring, change in the board of directors by including more board members and joint ownership of the company. AMA Ltd adopted strategic planning, communication, mentorship, edict, training and education, leadership commitment and involvement to manage the strategic changes. The research concluded that strategic change management practices are critical for firms undergoing strategic changes in Kenya’s infrastructural sector because of intense competition from foreign and local firms and changes in the legal framework. There should be flexibility in the implementation process to make room for the changes due to the environmental turbulence. The study recommends that in order to remain competitive in the industry, the organization should improve its communication strategy to ensure that all the stakeholders have relevant information during the change process. They should also train their employees on how to implement strategies effectively. The government should come up with effective policy of managing funds for infrastructural projects to avoid delayed funding and payments to engineering firms. On suggestions for further research, the researcher proposes a similar study through cross sectional survey design of all the firms in the infrastructure sector in Kenya in order to validly generalize the key findings.

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# **CHAPTER ONE: INTRODUCTION**

## **1.1 Background of the Study**

Organizations alter their business practices, strategies, structure and culture for competitive advantage through strategy and environmental fit. The turbulence in the external environment forces the organizations to change for strategic fit (French and Bell, 2004). According to Davis and Holland (2002), strategic change management involves the use of systematic methods to ensure that an organizational change can be guided in the planned direction, conducted in a cost effective and efficient manner and completed within the targeted time frame to achieve the desired results. Organizations change to remain competitive and to adapt progressively to the forces of change in its environment (Balogun & Hailey, 2008). The management, employees and stakeholders use strategic change management to effectively manage and embrace strategic change (Kilpimaa, 2006).

This study was embedded in theories that propagate the concept of strategic change management. It was also embedded on the models of change. Resource-Based View theory developed by Wernerfelt (1984) views tangible and intangible resources as significant aspect in strategy implementation and success of the organization. The organization must be effective in the acquiring and management of valued resources to succeed in its strategy execution and implementation (Daft, 2007). Systems theory advanced by French & Bell (2004) sees organization as a system with interrelated sub-systems that depend on each other and work together for a common goal. The study was

also anchored by two change models which include Kotter's 8-stage change model by Kotter (1985) and Kurt Lewin's three stage model of change (Lewin, 1951).

Abdul Mullick Associates (AMA) Ltd is an incorporated Kenyan civil and structural engineering company with specialization in undertaking feasibility studies, design, and supervision of infrastructural and structural projects, civil and water engineering and environmental and social assessments in East and Central Africa Region with its headquarters in Nairobi, Kenya (AMA, 2017). The introduction of a five-year strategic plan in the year 2016 and the recent changes in projects management through joint ventures and associations have been some of the changes that have happened (AMA Strategic plan, 2016). The company has also been diversifying to create new opportunities. There was also technological change, people change, change in the board of directors by introduction of new board members and joint ownership of the company. The changes in the external environment such as introduction of Road Annuity Program (RAP) and Public Private Partnership (PPP) financing mechanisms by the government for engineering infrastructure through vision 2030, legal factors such as introduction of a new bill - Kenya Roads Bill 2015 and the technological changes through e-Procurement have also been some of the forces of change experienced by the organization (Kenya Vision 2030, 2007). This study examined the strategic change management practices adopted by the organization.

### **1.1.1 The Concept of Strategic Change Management**

French and Bell (1999) have defined strategic change management as continuous alignment of organization to its environment in a more effective and responsive manner

than the competitors. Strategic change management practice has also been defined as the use of systematic methods to ensure that an organizational change is guided in the planned direction, conducted in a cost effective and efficient manner and completed within the targeted time frame for the desired results (Davis and Holland, 2002). According to Hardy (1995), strategic change management practices are the decisions and actions that the management execute in organizations for realization of strategic intentions for competitive advantage. Various scholars have viewed strategic change management practice in many ways including, education and training, mentoring, planning, negotiating, leadership commitment, participation, edict or coercion, collaboration, communication, facilitation and support (Johnson, Scholes & Whittington, 2008; Stewart & Kringas, 2003; Kamaku, 2010; Kilpimaa, 2006; Milimu, 2016)..

Strategic change management practices have been used extensively by organizations in different contexts depending on the nature of change to influence its environmental fit and strategy (Johnson et al, 2008). Training and education are used to overcome lack of information during radical change (Jones, 2010). Participation and collaboration are used to enhance commitment and involvement of all the stakeholders (Stewart & Kringas, 2003). Coercion or edict may be used in a crises state for strategic and environmental fit (Jaana, 2006). Communication and support is also necessary for the initial negotiation of change and for establishment of a consensus (Stewart & Kringas, 2003).According to Jones (2010) the internal and external environment creates the drivers of change that will definitely force organizations to change. Therefore the changes must be managed effectively for environmental fit (Johnson et al, 2008).

### **1.1.2 Infrastructural Sector in Kenya**

The infrastructural sector in Kenya has changed drastically over the past 10 years. According to Kenya vision 2030 (2007), the government of Kenya pledged to give priority to infrastructure development to make the country firmly interconnected through a good network of railways, roads, airports, ports and water facilities by the year 2030. To achieve this, the infrastructure industry is getting revolutionized through major changes in its operations, strategies and the environment. These changes have been the major forces of change to major civil engineering companies in Kenya.

The introduction of Road Annuity Programme (RAP) and Public Private Partnership (PPP) financing mechanisms by the government for the infrastructure projects for instance is one of the changes introduced recently through vision 2030 to help manage the financing of the sector effectively (Kenya National Highways Authority, 2017). Kenya Roads Bill 2015, a new bill introduced in 2015 that changed the classification of trunk and county roads also brought in change to the sector. The government also introduced e-Procurement programme and a large part of the budget was also allocated to the road infrastructure by the government under vision 2030 initiative for economic growth strategy (Oraro, 2016). However, the finances that the government raises through its Roads Maintenance Levy Fund (RMLF) cannot sustain the maintenance of roads and development of new ones. The government also owed contractors and civil engineering companies a lot of money leading to huge financial gap (Oraro, 2016). According to Vision 2030 Medium Term Plans (MTP) for 2008-2012, the government increased its expenditure on modernization and development of infrastructure's ports, airports, roads and energy to meet its vision 2030 goals (Kenya vision 2030, 2007).

### **1.1.3 Abdul Mullick Associates Limited Consulting Engineers**

Abdul Mullick Associates Ltd is one of the leading consulting civil engineering companies in Kenya. It specializes in undertaking feasibility studies, design, supervision and management of transport infrastructure and structural, civil and water engineering projects in the East and Central Africa Region. The company has been able to undertake major roads, multipurpose dams and structural projects in the country since its inception in 1976 compared to its counterparts in the infrastructural sector in Kenya (AMA, 2017). The company has undergone a lot of changes in the past due to changes in its external environment. Some of the instances of strategic change include restructuring in 2015, introduction of a five-year strategic plan in 2016, and the introduction of more board of directors in 2016. It is also in the process of getting the ISO 9001:2015 Certification (AMA Strategic plan, 2016). The company has also been getting into joint ventures, consortium and associations with other local and international companies to win the bids for new infrastructural projects in Kenya and other countries all over the world (AMA, 2017).

## **1.2 Research Problem**

Strategic change management has been regarded as critical antecedent for the survival of organizations facing significant environmental change. Organizations change their strategies for better fit with their environment (Phil Jones, 2010). Appropriateness of an organization's strategy is normally defined by its fit with the contingencies of its internal and external environment (Zajac et al, 2000). Studies have illustrated that strategic change management practices lead to better management of change caused by turbulent internal and external environment and may lead to environmental fit and success (Kanter,

1983; Mwidadi, 2010; Machuki et al, 2011; Milovanovic & Wittine, 2014). It is clear that organizational environment undergo a lot of turbulence that leads to change that alter industries and organizations (Machuki et al, 2011). Such change must be managed through effective strategic change management for competitive advantage (Milovanovic & Wittine, 2014). However, if change is not managed effectively then the changes in the internal and external environment may negatively affect the organization (Goll& Rashid, 2004). Ineffective communication, non-involvement and resistance to change can negatively influence the strategic change management process (Mwidadi, 2010).

Abdul Mullick Associates Ltd is a consulting civil engineering company in Kenya. It specializes in undertaking feasibility studies, design, supervision and management of transport infrastructure and structural projects in East and Central Africa Region. It has undergone a lot of strategic changes in the past. The technological changes, people change, diversification, introduction of more members of the board of directors and joint ownership, restructuring, introduction of a five-year strategic plan in the year 2016 and the recent changes in projects management through joint ventures and associations have been some of the changes that have happened (AMA Strategic plan, 2016). This research gave in depth information on strategic change management practices adopted by AMA Ltd.

Prior global and local empirical literatures have been conducted in the area of strategic change. Kilpimaa (2006) in his study on factors influencing successful change management in its outsourcing from transferred personnel point of view found out that

compelling need for change, committed leadership, clarity of direction and targets, effective communication and participation, training, mentoring and planning are some of the strategic change management practices that an organization can adopt to manage change effectively. Glensor (2010) in his study on organizational change management in South Africa also argue that change is inevitable in every organization and should be managed effectively through an endemic and generic change management framework and approach for any organization to survive. Locally, Gekonge (1999) studied strategic change management practices by Kenyan companies listed in the Nairobi Stock Exchange and found out that competitive forces in domestic and global markets have contributed to extreme changes in companies leading to dire need for effective strategic change management. Kamaku (2010) in his study on strategic change management practices in international non-governmental institutions in Kenya found out that strategic change can be effectively managed through effective use of communication, participation, training, adjusting culture and support by the top management. Others such as (Kibisu, 2010; Odida, 2011; Musau, 2012; Musinda, 2013; Wahome, 2016; Milimu, 2016;) have also studied strategic change management practices and concluded that one of the major contingencies faced by organizations is the external environment that causes strategic change which should be managed effectively.

The aforementioned prior empirical studies indicate that little research has been done on strategic change management practices at firms in the construction or infrastructure sector in Kenya. Some of these prior studies were also surveys and their findings cannot be generalized to specific firms and especially in the construction or infrastructural sector

in Kenya making this study very important. In a bid to address this knowledge gap, the study sought to answer the following question: What are the strategic change management practices adopted by Abdul Mullick Associates (AMA) Ltd Consulting Engineers, Kenya?

### **1.3 Research Objective**

The objective of this study was to determine the Strategic Change Management practices adopted by AMA Ltd.

### **1.4 Value of the Study**

This study will be very unique and important to the researchers and academicians for further research in the area of change management. It will add to the existing knowledge in the field of strategic change management. It will bridge the knowledge gap of the strategic change management practices at firms in construction or infrastructural sector in Kenya. They will benefit greatly from this research through in depth information detailing the specific strategic change management practices that are significant in the infrastructural sector.

The study will also be important to managers in Kenya in helping them to identify the appropriate strategic change management practices needed for effective change management in construction or infrastructural sector. The study findings will be valuable to AMA Ltd management, other managers and key industry players in infrastructural sector in Kenya by providing significant information on the best strategic change management practices in managing change at firms in infrastructural sector.



The research findings will give information to the government and managers on how to formulate effective change policies and plans. They will also help the government in formulating policies. Such policies are necessary for effective regulation of the firms in infrastructural sector in Kenya for economic development.

## **CHAPTER TWO: LITRATURE REVIEW**

### **2.1 Introduction**

This chapter reviews empirical literature on strategic change management. It also illustrates how the key theories anchor this study. It will explain the models for change, the concept of strategic change management practices and also give the summery of literature review and the knowledge gaps.

### **2.2 Theoretical Foundation**

The key theories that anchor this study include the Resource-Based View theory advanced by Wernerfelt (1984) and systems theory advanced by French & Bell (2004). This study is also anchored by two models of change which include Kotter's 8-stage change model and the Kurt Lewin's change model.

#### **2.2.1 Resource-Based View Theory**

This theory by Wernerfelt (1984) views tangible and intangible resources as significant aspect in strategy implementation and success of the organization. The organization must be effective in the acquiring and management of valued resources to succeed (Daft, 2007). The financial resources, human resources, intellectual property and other tangible or intangible resources are important for any strategy implementation and execution (Thompson, Strickland & Gamble, 2008). Change management strategies can only succeed when the managers determine early enough the resources for strategy implementation and execution through effective budgets and plan (Thompson et al, 2008). The organization should be able to obtain the scarce and valued resources from its

environment, integrate it and manage it effectively while responding to change in its environment (Daft, 2007).

### **2.2.2 Systems Theory**

According to French and Bell (2004), systems theory is the most fundamental tool for understanding organizational change and dynamics of organizations. This theory views an organization as one whole unit or system with parts or subsystems that are interrelated and work together (Lussier, 2009). Systems theory views an organization as a system with interrelated subsystems that has the mandate of transforming the inputs into outputs. In this case, the inputs are the resources utilized by the organization through its processes and the outputs are the products and services being delivered as the end products (Lussier, 2009).

Organizations as open systems are input-throughout-output mechanism that takes input from the environment and transforms it into output (French & Bell, 2004). The organization as a system has its subsystems (departments) that interrelate and contribute to the organization as a whole. According to DuBrin (2009), organization is viewed as a system or entity of interrelated parts where the adjustment of one part will automatically affect the other parts. Change in its environment will lead to change in the organization. On the same way, change in one department will affect the whole organization.

The change management strategies should therefore be introduced to the organization and communicated to its subsystems uniformly for them to work together to achieve a common goal. Each department in the organization should embrace change for the whole company to improve its performance. Embracing synergy in management of the

organization is good for effective performance of the whole organization that is working together (DuBrin, 2009).

### **2.2.3 Kotter's 8-Stage Change Model**

Kotter (1995) identified 8 steps involved in change management that lead to effective strategic change management in an organization. They include establishing a sense of urgency, creating a guiding coalition, developing a vision and strategy, communicating the change vision, empowering employees, generating short-term wins, consolidating gains and producing more change, and institutionalizing new approaches (Kotter, 1995). Each step is very significant in change management (Kilpimaa, 2006).

Establishing a Sense of Urgency is crucial to gaining the needed co-operation. With low urgency, it is difficult to bring together a group with enough power and credibility to guide the effort or to convince key individuals to spend necessary time to create and communicate a change vision (Kotter, 1995). Creating a Guiding Coalition is also important as no one individual is able to develop the right vision and communicate it effectively to large numbers of people, eliminate key obstacles and get the change going on. According to Kotter (1995) developing a vision and strategy is necessary to help direct the change effort for effective and successful implementation of the change. An effective vision should be imaginable, desirable, feasible, focused, flexible, and communicable. The firm should then communicate the Change Vision. All means possible should be used to communicate the new vision and strategies. Such means include employee bulletins, staff meetings, memos, and newspapers, formal or informal interactions. The team leading the change should be role models to the employees with

exceptional behaviour. The senior management behaviour is carefully monitored so as to identify and address inconsistencies between words and actions (Kotter, 1995).

Empowering Employee involves getting rid of obstacles, changing systems or structures that undermine the change vision and encouraging risk taking and no traditional ideas, activities and actions. To fully empower employees, the following could be done: confront supervisors who undercut/sabotage needed change, provide the training employees need, make structures to be compatible with the vision, have and communicate a clear and sensible vision, and align information and personnel systems to the vision (Kotter, 1995). Generating Short-term Wins is important and one should plan for visible improvements in performance or wins and also create those wins. In addition, the people who make the wins should be visibly rewarded and recognized.

Consolidating Gains and Producing More Change involves changing all systems, structures and policies that do not fit in the transformation vision (Kotter, 1995). Hire and promote people who can implement the change vision. The system is reinvigorated with new projects, themes, and change agents. Institutionalizing New Approaches involves create better performance through better customer and productivity-oriented behaviour, more and better leadership, and more effective management.

#### **2.2.4 Kurt Lewin's Three Step Model**

In Lewin's model, there are three steps of change which include unfreezing previous behaviour, changing and refreezing the new patterns or behaviour (Lewin, 1951). Each step is very important in administering change in an organization. The first step of 'unfreezing' involves dismantling the things that support the previous behaviour. It is the

readiness to learn and acquire the new behaviour. Elements in an organization such as approach to performance management or compensation system could be changed in the unfreezing stage (Johnson et al, 2008).

The second step of 'change' is where the organization presents a new alternative to the previous behaviour. The organization should introduce a clear and appealing option for a new pattern of behaviour (Edgar, 1996). It normally occurs when people perceive need for change and tries out new ideas that may involve new strategy. The change may be drastic or gradual depending on the nature and the changes need to be effectively planned (Lewin, 1951).

The final step of this model is the 'freezing' which requires that the changed behaviour is to be reinforced both formally and informally in the organization. Managers should use positive reinforcement in this step to have a strong influence. It involves consolidating the new practices to make them work effectively (Edgar, 1996). Lewin's model does not explicitly state the notion that simply introducing change will result in the change being adopted or being sustained over the long run. If an attempt to create change in the organization is unsuccessful, it means that there is a problem in one of the three steps in the model (Edgar, 1996).

### **2.3 Strategic Change Management Practices**

Many scholars have defined and examined strategic change management practices. Davis and Holland (2002) defines strategic change management practice as the use of systematic methods to ensure that an organization change can be guided in the planned direction, conducted in a cost effective manner and completed within the targeted time

frame and with the desired results. The environmental forces that operate to bring about change in organizations can be thought of as winds which are many and varied, affecting the organizations differently (Barbara Senior & Fleming, 2006). There are five major styles of strategic change management in an organization and they include; education and communication, collaboration or participation, intervention, direction and coercion or edict (Johnson et al, 2008).

Strategic change can also be managed through effective use of communication, participation, and training, adjusting culture and support by the top management (Kamaku, 2010). Gekonge (1999) identified strategic planning as key to initiation of strategic change management practices. Different managers may manage strategic change differently depending on the nature of strategic change hence variety of strategic change management practices (Barbara et al, 2006). Hardy (1995) views strategic change as a political process which involves power games and should be managed differently depending on the existing organizational systems.

Different styles of managing change depend on the context and circumstances in which they can be effective (Johnson et al, 2008). Education and communication can be used by top management for a group of employees to overcome lack of information. Communicative strategy must be initiated from the beginning of change management to ensure that everyone in the organization knows what to do, when to do it and how to do it (Kanter, Stein and Jick, 1992). The change leaders need to communicate openly and involve people in advance to avoid resistance (Kanter et al, 1992). They should also educate or train employees where needed for them to be well informed. Kamaku (2010) in his study on strategic change management practices in international non-governmental

institutions in Kenya found out that change can be effectively managed through effective use of communication, participation, training, adjusting culture and support by the top management. Other researchers have also studied strategic change management practices and whose findings agree with the extant literature (Gekonge, 1999; Jaana, 2006; Mwidadi, 2010; Milimu, 2016).

Collaboration or participation strategy may be more helpful in gaining wider commitment across the organization, and developing capabilities to identify blockages to change and to plan and implement specific action programmes (Johnson et al, 2008). People must be involved earlier to be participative and their values, competencies and interests must be aligned with the organization's capabilities, vision and culture for success (Kanter, 1992). There should also be a strategic planning that involves every employee in the organization to participate in achieving the objectives (Gekonge, 1999).

Intervention strategy is necessary for an incremental or non-crisis transformational change in any organization (Mwidadi, 2010). The change agent should be able to retain control of change management and delegate some elements of change (Milimu, 2016). It is where the process of change management is actually controlled yet there is involvement of people and all stakeholders to achieve a common goal (Kamaku, 2010).

Clear direction may be vital to motivate a desire or create a readiness to change in any organization (Hardy, 1995). The organization must embrace the use of authority to set direction and means for change in order to experience success (Dennis&Chittipeddi, 1991). This will help in enhancing clarity and speed in change initiative (Barbara et al,



2006). This strategy can be very successful for a transformational change in an organization (Johnson et al, 2008).

Coercion or edict strategy involves the explicit use of power through edict to make people adhere to change in an organization (Davis & Holland, 2002). It may be very successful in a crises or confusion state in the organization. The leader has to give direction through coercion to attend to the crisis situation. According to Kotter (1996), there must be a sense of urgency for successful change of any magnitude in an organization. In his model of eight-stage change process, the creation of sense of urgency is the first step in realization of change.

## **2.4 Summary of the Knowledge Gaps**

The empirical literature shows that strategic change management practices are very significant in management of strategic change in organizations. Kilpimaa (2006) in his study on factors influencing successful change management found out that strategic change management practices can help an organization to adopt strategic change and manage such change effectively. Other researchers have also studied strategic change management practices and their findings agree with the extant literature (Gekonge, 1999; Jaana, 2006; Mwidadi, 2010; Milimu, 2016).

Glensor (2010) in his study on organizational change management in South Africa also argue that change is inevitable in every organization and should be managed effectively through an endemic and generic change management framework and approach for any organization to survive. Gekonge (1999) also studied strategic change management practices by Kenyan companies listed in the Nairobi Stock Exchange and found out that

competitive forces in domestic and global markets have contributed to extreme changes in companies leading to dire need for effective strategic change management. Others such as (Kibisu, 2010; Odida, 2011; Musau, 2012; Musinda, 2013) have also studied strategic change management practices and concluded that one of the major contingencies faced by organizations is the external environment that causes strategic change which should be managed effectively.

The aforementioned prior empirical studies however indicate that little research has been done on strategic change management practices at firms in the construction or infrastructural sector in Kenya. Some of these prior studies were also surveys and their findings cannot be generalized to specific firms and especially in the construction or infrastructural sector in Kenya. This is making this study very important and necessary as such a time as this.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter describes the research methodology used during the research process of this research project. It covers the research design, the data collection methods and the data analysis techniques that were used.

### **3.2 Research Design**

Research design is the plan or blueprint giving guidance in different stages of the research. This study used a case study approach. According to Kothari (2004), a case study offers a comprehensive and cautious observation of phenomenon under study by focusing on the organization to capture data in details. It gives in depth coverage of detailed information and multifaceted data on the research topic as it will focus on a single organization. According to Kothari (2004), case study enables the researcher to have in depth investigation of an organization, individual or occurrence.

Since the organization had undergone a lot of changes in the past, it acted as a representation of similar organizations in infrastructural sector in Kenya. The case study approach has been successfully used by various researchers. Kilpimaa (2006) successfully used a case study when studying the factors influencing successful change management. Glensor (2010) also used case study design successfully in his study on organizational change management in South Africa. Wahome (2016) and Kimaku (2010) successfully used case studies when studying change management practices adopted in Kenya's public sector and Barclays Bank of Kenya Limited respectively.

### **3.3 Data Collection**

The study used both primary and secondary data. Primary data was collected using an interview guide. According to Creswell (2009), an interview guide is essential as it involves use of many sources of knowledge for comprehensiveness of the study and further verification. The key interviewees were the section of top and middle level management who are involved in the formulation and implementation of overall strategies, goals and operational policies in the organization. There are six key positions that were interviewed and they include the Chairman, Managing Director, director for quality assurance, three Heads of departments that include Finance/Accounts, Human Resources, and head of Engineering / Technical department.

The interviews were recorded, with permission from the interviewees to make it easier to capture the responses and quotations used in the report where necessary. Secondary data was collected through the company's previous and current strategic plans, strategic management minutes for previous meetings, information from website, company's newsletters, brochures, archives, previous financial statements, annual reports, emails, and other records relevant for the study.

### **3.4 Data Analysis**

Data was analysed through the use of content analysis. Content analysis allows for effective qualitative operationalization of data making it applicable for this research. Content analysis makes inferences by analyzing messages from respondents systematically in relations to the current trends (Creswell, 2009). The verbal information

obtained from all the interviewees were effectively evaluated and analyzed through content analysis to come up with the right report.

According to Saunders, Lewis and Thornhill (2007), content analysis is the best standardised approach to the qualitative data analysis. It is the systematic qualitative description of objects of study and their composition to come up with objective outcome (Neuendorf, 2002). Content analysis has been successfully used by researchers, for instance, Kilpimaa (2006) used content analysis to analyze the qualitative data while studying the factors influencing successful change management. Wahome (2016) and Kimaku (2010) also used content analysis successfully when studying change management practices adopted in Kenya's public sector and Barclays Bank of Kenya Limited respectively.

## **CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION**

### **4.1 Introduction**

This chapter presents the data analysis, findings and discussion of the study based on the research question and objective. This study sought to identify the strategic change management practices adopted by AMA Ltd. This formed the objective of the research. The primary data was collected through interviews. The interviewees were drawn from a section of top management and departmental heads. Five interviewees were interviewed out of the six targeted interviewees. The qualitative data was subjected to content analysis and the researcher was able to make the inferences from the interviewees' responses.

### **4.2 Strategic Change Management Practice**

This section presents the strategic change management practices at AMA Ltd and the factors that led to Change at AMA Ltd. Interviewees said that AMA Ltd used various strategic change management practices to deal with the strategic changes in the organization effectively. The researcher enquired from the interviewees the various strategic change management practices employed by AMA ltd and various responses emerged from the departmental level and in the company at large. Strategic change management practices were varied from strategic planning, training and education, use of new technology, participation and involvement, mentoring, capacity building, use of consultants, management involvement, communication, peer review of work, proper documentation of work, monitoring and follow-ups among others. The organization is also trying to re-strategize to globalize their services. They are also seeking for

international accreditation through the ISO 9001:2015 certification and partnering with local and international firms. They have also embarked on seminars and workshops organized by relevant bodies, where senior engineers are sponsored to attend trainings locally and abroad in order to get more information on the job and new ideas that can help them become more competitive to achieve the common goal of the organization. They normally do benchmarking frequently to enable them be at par with their counterparts in the infrastructure sector in Kenya and even worldwide for competitiveness.

#### **4.2.1 Strategic Changes at AMA Ltd**

When asked about the strategic changes that have taken place in AMA Ltd, interviewees said that there has been technological change, people change, diversification, and restructuring. There has also been change in the board of directors by introduction of new board of directors and joint ownership of the company.

On the question regarding the forces of change at AMA Ltd or the factors that have led to changes at AMA Ltd, the interviewees gave several factors that led to changes at AMA Ltd with some that are related to the external environment. According to the CEO, one of the forces of change is the legal factor affecting the infrastructure sector in Kenya that has led the company to diversify into water engineering. The interviewee said that there was enactment of laws in 2006-2007 that saw roads being categorized into four different sections which include roads under KeNHA, KURA, KeRRA and the KRB.

“Under these categories, AMA Ltd was initially categorized in category A and could only work with KeNHA under the classifications A, B and C roads,” said the CEO.

However, the 2011 Engineers' Board Act and enactment of the 2015 Kenya Roads Bills removed the categorization of consulting engineers.

According to one of the directors, this allowed AMA Ltd to work across all the categories with KeNHA, KURA, KeRRA and the KRB and to also compete with other consulting engineering firms that were never allowed to operate under category A. According to the chairman, AMA Ltd has very highly qualified personnel demanding much pay for high quality services and therefore if they bid at lower rates like their competitors in the industry then there will be less profit margin for the company.

The legal factors have also forced the organization to change their ways of doing things and even change their strategies to remain competitive. The managing director explained that AMA Ltd is now diversifying to water engineering as well a part from the roads and structural projects so that it can expand its business horizons and beat the competition in the infrastructural sector in Kenya and to even compete worldwide. The chairman also said that the legal factors have also posed a great opportunity to the company to bid for more projects in other categories that they could not bid for before to get more work in Kenya.

The head of Human Resources noted that threat of new entrants and stiff competition is another force of change at AMA Ltd that has made the company to seek to change its strategies. According to head of Technical Department, there is threat of new entrants in the sector and with the new laws allowing all the companies to bid for any category of the road projects, the competition is becoming very stiff hence need for change to be more competitive. The interviewees said that the infrastructure sector is becoming swamped



with new entrants that are proving to be a great threat due to the competition that they pose to the existing firms in the sector and their low rates in bidding for new projects. This is why the organization doesn't have to rely on road projects alone but has to diversify into water sector through multipurpose dams and other water projects as well as structure for it to be more profitable and for competitive advantage.

“Initially, AMA Ltd was majoring heavily on transportation through structural, roads and bridges but it is now diversifying into multipurpose dams as well,” said the Managing Director.

According to the head of Technical Department, the company has to change with the changes in its environment to remain competitive in the industry.

The director for Quality Assurance and the chairman also attested that the company is also seeking for more services in other countries outside Kenya. It is getting globalized to enable it gain competitive advantage.

“There is also emergence of new foreign companies competing for local projects in Kenya. AMA Ltd therefore has to be competitive enough even through joint ventures, consortiums and associations with highly recognized international engineering companies to win bids for the new projects in the country and in other countries,” said the Chairman.

It was also noted by the Quality Assurance Director that technology is another factor that has always led to changes in the organization. He attested that with the introduction of new technology that is changing continuously with time, companies have to change their ways of doing things to match with the new technology.

“Engineers in AMA Ltd have been using new software in their designs and as technology improves with time they are normally set to move with the new technology by adopting the new software,” said the Director for Quality Assurance.

The director for Quality Assurance also noted that AMA Ltd is also planning to put up a server for ease of retrieval of information online whenever needed by its employees and stakeholders even while they're on site away from the office. He said that as clients are continually demanding for high quality services, the company is also working hard to improve its services even through the use of new technology.

According to the head of Human Resource Department, other factors that led to changes at AMA Ltd were related to the issues of productivity that are forcing the organization to make strategic changes to become more competitive. The director for Quality Assurance and the Managing Director also said that the company normally engage into benchmarking for competitiveness and this may force them to make a few changes in the operation of the company so they can now compete at an international level. They must be internationally accredited to compete with other international companies in bidding for projects in other countries outside Kenya. People changes or change in their staff is also forcing the organization to change with the changes in the employees. With many personnel getting highly qualified and in need of good compensation, the company must also be competitive enough in terms of finances and delivery of services to their clients for them to remain financially stable.

“We have to offer competitive remuneration to the highly qualified personnel that we have to retain them,” said the Human Resource Manager.

On the question on the major factors that led to change at AMA Ltd, all of the interviewees also mentioned political factors as a major force for change in the organization.

“Political regimes come with different policies and regulations that affect the infrastructural sector in one way or the other,” said the Finance Manager.

According to the Finance Manager, this is why politics is also becoming a major force of change for the organization in order to match with the changes in its environment. The interviewees cited political challenges when it comes to bidding for new projects especially in Kenya where political affiliations and the lobbying might at times play a major role in decision making in the infrastructure sector.

Interviewees said that the government through vision 2030 in 2007 came up with a strategy to ensure that all parts of the country are well interconnected through good roads, rails, water facilities and other infrastructure. According to some interviewees, the politics of the day is a major factor when it comes to allocation of funds for the implementation of vision 2030 for the infrastructure sector. Some political regimes come with more opportunities in terms of many projects in the infrastructure sector while other regimes may just pose many challenges in terms of financing the previous projects that take long to be fully financed due to low allocation of funds that are not enough to fund both the ongoing and new infrastructure in the country through vision 2030.

“For instance, you find that to some extent the government of Kenya have not enough funds to support the infrastructure regardless of the fact that they source for funding of these infrastructure through the World Bank and African Development banks among others,” said the Finance Manager.

They also said that the amount allocated for infrastructure also takes long to be released and this trickles down to engineering companies like AMA Ltd leading to lack of cash flows.

According to the CEO, the company is therefore forced to look for projects in the international markets outside Kenya to keep on running its businesses effectively.

The managing director noted that AMA Ltd has also experienced socio-cultural factors forcing them to change their ways of management and operations. He said that roads and structures are being built in different areas and regions in the country and all over the world with varied cultures and ways of living. According to the chairman, the organization is forced to fund some of the socio-cultural activities in the society such as HIV/AIDs testing and counselling to the employees and even locals in the surroundings where the roads are being built. Interviewees said that this is because of the economic development that the roads are prone to bring to the locals normally come with the social vices such as promiscuity and the locals should therefore be encouraged to take good care of their sexual health and to free themselves from the sexually transmitted diseases.

“The Company must therefore hire consultants for such social work. Sometimes the pieces of land needed to expand the roads are occupied by individuals and businesses, they must therefore be convinced to move and pave way for such developments,” said the Managing Director.

According to the managing director, the nearby centres should also be equipped with the markets and the company has to fund for building such social amenities for the locals like the market stalls.

#### **4.2.2 Strategic Change Management Practices at AMA Ltd**

On the question regarding the strategic change management practices employed by the organization to manage the strategic changes that have affected the company in the past ten years, the interviewees stated various strategies and one of them was strategic planning. According to two directors and the chairman, AMA Ltd embarked on strategic planning through a five-year strategic plan to enable it adapt to changes in its external environment and for strategic fit.

“The strategic plan was meant to be a five-year plan to help the organization set up its long-term vision to execute its business strategy seamlessly,” said the chairman.

The chairman and CEO also noted that the strategic plan was also meant to help improve the operating environment to enable the organization achieve its vision.

“The five-year strategic plan is monitored and reviewed after every two years,” said the CEO.

The operating environment is also analyzed using PEST and SWOT analysis. The chairman said that the strategic plan was communicated to the whole organization and every department is working together in the implementation process. He also noted that the implementation of the 2016-2021 strategic plan is ongoing and this is helping the organization to manage the strategic changes initiated due to changes in its environment.

On the question regarding the strategic change management practices employed by AMA Ltd in their department to manage such changes, the interviewees were keen to identify education and training as another strategic change management practice that the organization mostly uses to manage strategic changes. It helps the organization to adopt to change seamlessly. When asked if AMA Ltd normally carries out management training and other development programs before introducing a change program in the organization, they said that it is done once in a while depending on the nature of change.

“We recently carried out the QMS awareness course for the executive and all the employees in the head office,” said one the Director for Quality Assurance.

According to the Managing Director, the management and other departments also have some training.

“Other trainings are normally done at departmental levels especially in technical departments where most engineers undergo professional trainings through FIDIC,

IEK and KEBS training for euro-codes to help the engineers work with internationally recognized standards” said the Managing Director.

Seminars and workshops abroad have also been effectively used as avenues for further training of such engineers. The Managing Director noted that most senior staffs in the engineering departments are normally sponsored by the organization to attend trainings abroad to gain more information and new ideas. They also said that these can help them become more competitive for strategic fit of the whole organization as they adopt changes in the organization.

When asked on the strategic change management practices employed by AMA Ltd in their department to manage change, the interviewees responded that the organization is also making use of new technology especially in the technical department where the engineers use new software for their designs of roads, structures and water projects. They pride themselves in making use of new technology and highly qualified personnel for major projects they undertake in Kenya.

“We have been successful in design and supervision of the major roads in Kenya and we have highly qualified personnel. We also use new softwares for our designs,” said the Director for Quality Assurance.

According to the Managing Director, some of these projects undertaken by the company include design review and supervision of Machakos Turn off Road, feasibility study and detailed design of Nandi forest multipurpose dam project, construction supervision of Marsabit-Turbi Road, Mau-Summit Kericho Kisumu Road, Hazina Towers, Garsen-Witu-Lamu Road and Isebania-Kisii-Ahero Road rehabilitation project.

“We are currently undertaking the design review and construction supervision of Great Southern Bypass, Eldoret bypass and Marsabit- Turbi roads among others. We have six ongoing projects at the moment,” said the Managing Director.

He also noted that they've been able to improve on their documentation hence efficiency of the workforce especially in the administration and engineering departments.

“Our work documentation has also improved tremendously due to use of technology and training such as Quality Management Systems (QMS) training,” said the Managing Director.

The interviewees also said that the employees were being motivated through good remuneration and their salaries have been reviewed regularly by the organization to motivate them to achieve their goals in the organization.

“We ensure that our staffs are well motivated to work. We even liaise with the banks for overdraft facilities in case of problems with cash flows due to delayed funding of ongoing projects by the Government and other clients,” said the CEO.

He also noted that even though there might be challenges in delayed payments by the Government and other clients, they try hard to ensure that the employees are comfortable.

The managing Director said that another strategic change management practice that enabled the organization to manage strategic changes effectively is participation and involvement of management and all employees. On the question on who is involved in strategic change management in AMA Ltd, all interviewees said that the management is involved and they are also committed. According to the interviewees, a part from management involvement in change strategies, the management tried to ensure that the change strategies were in-cooperative of every employee in the organization.

“Everyone has a role to play to achieve the common goal” said the director for quality assurance.

They also said that they make use of mentorship where senior members of staff have the responsibility of mentoring the subordinates. This was more obvious in the technical department where the young engineers have their senior counterparts they work closely

with to enable them become more competitive. It enables them to also gain the needed experience in the industry.

The interviewees were also keen to identify use of consultants where necessary to enable the organization achieve its strategic goals when it comes to change management and other management procedures.

“AMA Ltd has been making use of consultants where there is need for outsourcing of consultants. The recent was the SGS that has been helping in the process of ISO certification which was one of the agenda for the company’s strategic planning,” said the head of Finance Department.

He also noted that consultants have also been invited frequently to evaluate the status of the company. According to the Managing Director, other experts such as the environmentalists, sociologists were being outsourced through consultants since the main business of the company is in engineering. However, with time, the company has now employed these consultants as part of their employees in the payroll to make it easier for them in financial set up.

The CEO, Managing Director and Heads of Departments also said that the company is normally involved in the use of effective communication to enhance the process of change. They said that communication as one of the strategic change management practices has been extensively used to pass out information from the top management and departmental heads to other employees and stakeholders in the company.

“This has normally been done through the use of notices, meetings, seminars, emails, website, brochures and memos among other forms of verbal and written communication in the organization,” said the head of Human Resources Department.



However, it was noted that this communication as a strategic change management practice has not been very effective as one manager put it that there is still room for improvement. The interviewees said that there is need for effective communication process to ensure that everyone in the organization is able to get information about strategic changes effectively and act accordingly.

The researcher also sought to find out who is involved in strategic change management in AMA Ltd. According to most interviewees, the top management is mandated with the role of strategic change management but they have to involve every member of the organization, stakeholders and all employees to achieve their goals. The interviewees said that the director for Quality Assurance is in charge of strategic change management in the organization. However, all the departmental heads and other employees all have a role to play in the same.

“The management is involved in coming up with the strategies and policies governing the organization. They would then communicate the same through meetings, seminars and notices to the whole organization,” said the chairman.

They said that the management guide the rest of the employees in adopting changes when it comes to strategic change management. They help in the coordination of the activities in the organization to enable employees adopt to change strategies effectively and seamlessly.

### **4.3 Discussion of Findings**

Researcher found out that AMA Ltd has undergone changes such as diversification, technological change, people change and change in the board of directors by introduction of new board of directors and joint ownership of the company. AMA Ltd was making use

of strategic planning, training and education, used of new technology, participation and involvement, mentoring, capacity building, use of consultants, management involvement, communication, peer review of work, proper documentation of work, monitoring and follow-ups as some of the strategic change management practices. This is in line with the way many scholars have viewed strategic change management practice including, education and training, mentoring, planning, negotiating, leadership commitment, participation, edict or coercion, collaboration, communication, facilitation and support (Stewart & Kringas, 2003; Kilpimaa, 2006; Johnson, Scholes & Whittington, 2008; Kamaku, 2010; Milimu, 2016).

According to Johnson et al (2008), training and education are important when initiating any change to give information to employees and management and to avoid any resistance to change. According to Hardy (1995), strategic change management practices are the decisions and actions that the management execute in organizations for realization of strategic intentions for competitive advantage. There are five major styles of strategic change management in an organization and they include; education and communication, collaboration or participation, intervention, direction and coercion or edict (Johnson et al, 2008).

The organization was also able to establish a sense of urgency, create a guiding coalition, develop a vision and strategy and communicate the change vision in accordance to Kotter's 8-step change model (Kotter, 1995). They also empowered employees through motivation and good remuneration, generated short-term wins, consolidated gains and produced more change through new strategies. They also institutionalized new approaches through their strategic change management practices (Kotter, 1995).

The research also found out that the company is normally involved in the use of effective communication to enhance the process of change. They said that communication as one of the strategic change management practices has been extensively used to pass out information from the top management and departmental heads to other employees and stakeholders in the company. According to DuBrin (2009), the change management strategies should be introduced to the organization and communicated to its subsystems uniformly for them to work together to achieve a common goal in accordance to systems theory. This was seen in AMA Ltd when they communicated the strategies to the whole organization.

The research found out that most forces of change at AMA Ltd are related to the external environment as argued by Milovanovic & Wittine (2014) that the external environment that affect an organizational change may include the global technological, social, political, legal and economic factors. The legal factors such as enactment of the 2015 Kenya Roads Bills, political factors, technology and competition were the factors that led to change at AMA Ltd as identified by this research.

Developments or changes in external environment may create opportunities or bring forth threats and these will create change that should be managed effectively (Machuki & Aosa, 2011). The external environmental factors influence strategy due to its threats and opportunities (Machuki et al, 2011). A study by Hidayat, &Mualim (2014) also showed that external environment affects company's ability to achieve its strategic goals.

On the role of management in strategic change management at AMA Ltd, there was leadership involvement and commitment in initiating and implementation of change

strategies. Leadership commitment is essential for effective adoption of change in an organization (Johnson et al, 2008). The management of AMA Ltd was able to guide the organization effectively through the change process just as in the Lewin's model of change. In Lewin's model, there are three steps of change which include: unfreezing previous behaviour, changing and refreezing the new patterns or behaviour (Lewin, 1951).

Each step is very important in administering change in an organization. Elements in an organization such as approach to performance management and compensation system was changed in AMA Ltd in the unfreezing stage (Johnson et al, 2008). The organization should introduce a clear and appealing option for a new pattern of behaviour (Edgar, 1996). It normally occurs when people perceive need for change and tries out new ideas that may involve new strategy. There was new strategy introduced in the company through diversification into the water engineering through multipurpose dams.

The change may be drastic or gradual depending on the nature and the changes need to be effectively planned (Lewin, 1951). In AMA Ltd, there were planned changes such as technological change and diversification as well as change in the board of directors and joint ownership of the company. Most of these planned changes were managed through training and education and leadership commitment and involvement.

The 'freezing' stage requires that the changed behaviour is to be reinforced both formally and informally in the organization. Managers should use positive reinforcement in this step to have a strong influence. It involves consolidating the new practices to make them work effectively (Edgar, 1996). AMA Ltd was able to use education and training,

mentoring, planning, negotiating, leadership commitment, participation, edict or coercion, collaboration, communication, facilitation and support to reinforce and manage such strategic change in the company.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents the summarized findings of the study, conclusions and recommendations of the study. The conclusions and recommendations that are drawn here are achieving the research objectives or addressing the research question.

### **5.2 Summary of Findings**

The study found out strategic changes that have taken place in AMA Ltd to be technological change, people change, diversification, restructuring, change in the board of directors by introduction of new board of directors and joint ownership of the company. There's also been immense growth in terms of turn over compared to the state of the company ten years ago from now.

These strategic changes have been brought about by forces of change that some of them are related to the external environment. The factors that have led to change in AMA Ltd include the legal factors, political, technological, socio-cultural and economic factors among others. These strategic changes have been managed in varied ways. The company has been having a 5-year strategic plan, they've been expanding and acquiring more office space and they are also trying to get ISO 9001:2015 certification. The company is also getting into joint ventures, consortiums and associations with both local and international companies in a bid to win bids for new projects.

The researcher enquired from the interviewees the various strategic change management practices employed by AMA ltd and various responses emerged from the departmental

level and in the company at large. Strategic change management practices were varied from strategic planning, training and education, use of new technology, participation and involvement, mentoring, capacity building, use of consultants, management involvement and commitment, communication, peer review of work, proper documentation of work, monitoring and follow-ups among others.

The organization is also trying to re-strategize to globalize their services. They also embark on seminars and workshops organized by relevant bodies and their senior engineers are normally sponsored to attend trainings abroad to get more information on the job and new ideas that can help them become more competitive to achieve the common goal of the organization. They normally do benchmarking frequently to enable them be at par with their counterparts in the infrastructure sector in Kenya and even worldwide for competitiveness.

Top management was mandated with the role of strategic change management and they involved every member of the organization, stakeholders and all employees to achieve their goals. The director for Quality Assurance was in charge of strategic change management in the organization. However, all the departmental heads and other employees all have a role to play in the same. The management were able to communicate the strategies through meetings, emails, memos, seminars and notices to the whole organization. They guide the rest of the employees in adopting changes when it comes to strategic change management. They help in the coordination of the activities in the organization to enable employees adopt to change strategies effectively and seamlessly.

The management introduced several management tools to help employees adopt to change. Some of them include the performance measurement tools and remunerations through use of bonuses, timesheets and overtime as well as biometric clocking-in into the office during working hours. They have to monitor the implementation of strategies effectively to ensure that the overall goal of the organization is achieved.

### **5.3 Conclusion of the Study**

The study concludes that the organization should embrace strategic change management practices such as training and education, communication, strategic planning, participation and involvement of all stakeholders, use of technology, mentoring and capacity building to manage strategic change effectively as propagated by Johnson, Scholes & Whittington (2008). This is because change is inevitable in every organization due to environmental turbulence and should be managed effectively for any organization to survive and for competitive advantage and environmental fit (Glensor, 2010).

There should be flexibility in the implementation process to make room for the changes in the environmental turbulence. The changes in the external environment may bring forth opportunities or threats to an organization hence should be considered during implementation process (Machuki et al, 2010). The study also concludes that resources, both financial and human resources are very significant in implementation of change strategies as stated by Daft (2007). Tangible and intangible resources are significant aspect in strategy implementation and success of the organization (Thompson et al, 2008).



The forces of change are mostly related to the turbulence in the external environment and should be managed effectively for strategic fit of an organization and for sustainability. If an organization cannot manage changes effectively then they risk being overtaken by events due to turbulence in the environment that leads to change (Machuki et al, 2010). The forces of change such as stiff competition in the industry, political, economic, socio-cultural, technological, legal factors bring forth opportunities and or threats to an organization and such changes should be managed effectively for survival of any organization.

The study also concludes that management has a major leadership role in strategic change management especially in execution and implementation of such strategic change. They have to offer guidance, monitoring, commitment, involvement and participation, as well as motivation of employees through effective reward systems and team work for them to embrace change. According to Gekonge (2010), the management should be very supportive in offering guidance from the initial stage through implementation of strategies in the organization. They should lead in having positive attitude towards change and an open mind to embrace change and manage it effectively. They should communicate the change strategies effectively early enough to enable all the stakeholders to accept change and embrace it all through the implementation process to the end (Johnson et al, 2008).

#### **5.4 Recommendations of the study**

The study recommends that even though AMA Ltd has been successful in strategic change management practice, in order to remain competitive in the industry, the organization should improve in its strategic change management practices such as

communication strategies to ensure that all the stakeholders have information during the initiation of its strategies and involvement of all the employees and stakeholders in the change process. They should also train their employees on how to implement strategies effectively.

They should nurture the culture of having a positive attitude towards change and being open to change. They should mobilize all employees to own the change process. The study also recommends improved leadership commitment to implementation of strategic changes effectively through monitoring and better coordination. They should also embrace new ideas from young and talented personnel who come up with new ideas and approach to work. They should also embrace the use of new technology to enhance competence, productivity and to make their work easier.

They should encourage rewards and recognition systems as well as team work to motivate employees to own change. The study also recommends that the government should be able to introduce effective laws and regulations governing the infrastructure sector in Kenya and they should be able to effectively control the funding for the sector through good policies to avoid delayed funding of infrastructural projects that affects the firms in the sector.

### **5.5 Limitations of the Study**

This research study was faced by a number of limitations that somehow reduced the probability of reaching a more conclusive study. The study focused on one concept of strategic change and did not address the manifestations of the external environment as a variable affecting change. The research also focused on the strategic change management

practices alone as a concept without looking at its impact on performance on the organization. Strategic change management practices could have had some impact on the performance of the organization yet this research did not consider performance as a variable.

The study also focused on a firm in the construction industry and the findings cannot be generalised to other firms. Since this was a case study, the findings cannot be generalized to other firms in the infrastructural sector in Kenya. A case study does not offer anything beyond the particular thus a robust study is always better with more observations as the basis of generalization. Thus a case study lacks methodological rigour, researcher subjectivity, and external validity.

It was also a challenge getting much information for this research since little has been done on strategic change management practices on firms in infrastructural sector in Kenya. Most of the studies have been done on firms listed in the Nairobi securities stock exchange and in the banking industry.

## **5.6 Suggestions for Further Research**

The researcher suggests that a similar study could be done through the use of a survey targeting all the firms in the infrastructure sector in Kenya. The researcher further proposes a study on strategic change management practices adopted by the organization to changes in the external environment to be done with a focus on the manifestations of the external environment as a critical variable affecting change management practices. Since performance is a critical variable of interest, a study incorporating strategic

management practices, the external environment and performance should be under taken at AMA through a case study approach

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- [www.ama.co.ke](http://www.ama.co.ke) Abdul Mullick Associates Limited (AMA) Consulting Engineers. Company Website
- [www.kenha.co.ke](http://www.kenha.co.ke) Kenya National Highways Authority. Company Website



## APPENDICES

### APPENDIX I: INTERVIEW GUIDE

#### SECTION A: STRATEGIC CHANGE MANAGEMENT PRACTICES.

1. What are the major forces of change in AMA Ltd?
2. What are the forces of change in AMA Ltd that are related to the external environment? How have they affected the organization?
3. In your observation, what strategic changes have affected the company in the near past?
4. What are the strategic change management practices employed by AMA Ltd in your department to manage such changes?
5. What are the strategic change management practices employed by the organization to manage the strategic changes that have affected the company in the past ten years?
6. Does AMA Ltd carry out management training or any other development programs before introducing a change program in the organization? If yes, which trainings or programs have you had before?
7. How did the following strategic change management practices influence change in your organization?
  - a) Participation / involvement
  - b) Training & education
  - c) Coercion / edict
  - d) Mentoring
  - e) Communication
  - f) Strategic Planning
  - g) Management
  - h) Consultants
8. Who is involved in strategic change management in AMA Ltd?
9. How is the leadership in AMA Ltd involved in the strategic change management practices?

- 10.** What strategic changes were initiated by the organization to enable it adopt to the above changes in the external environment
- 11.** Who is involved in initiating and implementation of these strategic changes? What is the role of management in this?
- 12.** What are the strategic change management practices adopted by the organization to manage the initiated changes?
- 13.** What are the challenges faced by the organization in adopting and managing strategic change caused by changes in the external environment?
- 14.** What strategic changes were brought about by the complexity, dynamism and favourability/ munificence of the external environmental factors?
- 15.** How is the organization managing such strategic changes mentioned in 17 above?

## APPENDIX II: STRATEGIC PLAN FOR AMA LTD



ABDUL MULLICK ASSOCIATES  
CONSULTING ENGINEERS LTD

2016-2021

# CORPORATE STRATEGIC PLAN



November 2016

## APPENDIX III: TRAINING PROGRAMMES FOR AMA LTD

Quotation number: AMA/AMM/2016/68

### III. OUR SOLUTION

Company: Abdul Mullick Associates Ltd  
Address: 66266-00800 Nairobi  
Contact: George Wagwa  
Phone: +254 722714288  
E-mail: gwagwa@ama.co.ke  
Proposed scope: Gap Analysis, QMS Top Management Training, QMS Awareness Training, and QMS Internal Auditors Training  
Execution dates: TBA

Course	No. of participants	Duration in Days
Gap Analysis	n/a	2.0
QMS Top Management Training	6-20	0.5
QMS Awareness Training	6-25	1.0
QMS Effective Documentation Writing Training	6-20	1.0
QMS Internal Auditor Training	6-20	2.0

- ⇒ The training course will be undertaken from 9.00 A.M. to 5. 00 P.M.
- ⇒ The training dates will be agreed upon by the two parties on signing training declaration form of the proposal

#### DELIVERY MODE

##### In House

SGS KENYA LTD to arrange for the following

- Course Manuals for the participants, Certificates and Laptop for the tutor

ABDUL MULLICK ASSOCIATES LTD to arrange for the following

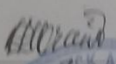

- Training venue with LCD projector, screen, flip charts and White board
- Lunch and refreshment for trainees

3.  
**4. Training Declaration Form**

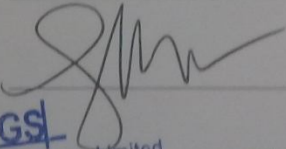

By signing this document signifies that AMA Ltd has accepted training services proposed in this document with SGS Kenya Limited and agrees to abide by the SGS Codes of Practice, the Rules governing SGS General Conditions as well as the conditions contained in this proposal.

AMA Ltd confirms that the firm's attention was drawn to the clauses on limitations of liability and indemnification and jurisdiction. We also confirm that the above information provided to SGS is accurate and agree to pay all costs as stated in this proposal.

**For: Abdul Mullick Associates Ltd**

Name:	Eng. David Orievo NAGANDA.	
Position in Organization:	CHAIRMAN/CEO.	
Signature:		Date: 27-07-16
Organization Stamp:		
Proposed Training Start Date:	August 1, 2016	
Proposed Number of Participants per Session:	Varies from 6 to 45	

**For: SGS Kenya Ltd**

Name:	Albert Stockell Managing Director SGS Kenya Limited	
Position in Organization:		
Signature:		Date: 12 8 16
Organization Stamp:		

ISO 9001 2015: CERTIFICATION TRAINING – Training List

Item No.	Item Description	Staff Name
1	Awareness training to Head Office Senior Management and representatives of sections /departments  September 2, 2016 (Friday), at AMA Main Office  (Duration – 0.5 day)	1. David Maganda 2. Augustine Ojowi 3. Maurice Odera (if available) 4. George Wagwa 5. Evelyn Owino 6. Carol Guga 7. John Oriewo 8. Bruce Kandie 9. Grace Wambui or Hellen Oriewo 10. Douglas Muthemba
2	Gap Analysis to identify where we need to change or improve our systems to conform to ISO 9001 requirements (Date TBD), at AMA main office (Duration – 2 days)	Trainers will visit all sections and work with Section Leads
3	Awareness Training to all head office staff (40 to 50) – [2 sessions consisting of 20 to 25 staffs each]  September 5 <sup>th</sup> 2016 (Monday), at the old AMA Office  (Duration – 1 day per session)	1. Evelyn Owino 2. Carol Guga 3. John Oriewo 4. George Wagwa 5. Bruce Kandie 6. Hellen Oriewo 7. Jane Dulo 8. Rosemary Achieng 9. Ruby Njenga 10. Evans Kimemia 11. John Githinji 12. Regina Onyango 13. Charles Omwenga 14. Joseph Gichuru 15. Moses Olela 16. Henry Bett 17. Yvette Rachier 18. Paul Karara 19. Dickson Kasina
	Awareness Training to all head office staff (40 to 50) – [2 sessions consisting of 20 to 25 staffs each]  September 6 <sup>th</sup> , 2016 (Tuesday), at the old AMA Office  (Duration – 1 day per session)	1. George Wagwa 2. Owen Ogola 3. Ibrahim Juma 4. Kenneth Gitonga 5. Edgar Okwiri 6. Hillary Got 7. Kennedy Otieno 8. Grace Wambui 9. Innocent Yogo 10. Douglas Muthemba 11. Amos Nyaaga 12. Thomas Mutahi 13. Sande Odera 14. Peter Ogola 15. Pamela Ireri
4	Training on effective documentation writing /Records keeping	1. G Wagwa 2. Carol Guga 3. Evelyn Owino 4. John Oriewo 5. Ruby Njenga and /or Rosemary

0729 21 2728

	September 7 <sup>th</sup> , 2016 (Wednesday), at the old AMA office  (Duration – 1 day)	Achieng 6. Moses Olela 7. Owen Ogolla 8. Douglas Muthemba 9. Tom Mutahi 10. Grace Wambui 11. Hellen Oriewo 12. Innocent Yogo
5	Training of Internal Auditors  September 8 <sup>th</sup> & 9 <sup>th</sup> , 2016 (Thursday /Friday), at AMA main office  (Duration – 2 days)	1. George Wagwa 2. John Oriewo 3. Carol Guga 4. Evelyn Owino 5. Ruby Njenga and /or Rosemary Achieng 6. Moses Olela 7. Douglas Muthemba 8. Grace Wambui
6	Implementation of the system by AMA staff:  Duration depends on staff participation and readiness to adopt the new system but should be <b>between 3 to 6 months</b>	All to participate to shorten compliance time
6	Stage 1 certification audit (preliminary for readiness check)  (Duration – 1.5 days)	Auditors will visit all sections and work with Section Leads and perform random checks
7	Stage 2 certification audit (Final Audit prior to Certification)  (Duration – 2.5 days)	Auditors will visit all sections and work with Section Leads and perform random checks

Note: Acquisition of skills in Training Numbers 4 and 5 are key to success of the certification process.

**APPENDIX IV: PROPOSAL CORRECTION FORM**

UNIVERSITY OF NAIROBI  
SCHOOL OF BUSINESS  
PROPOSAL CORRECTION FORM

Student Name..... INNOCENT AMUR YOGO  
Registration Number..... DCI/70053/2013  
Department..... Business Administration  
Specialization..... Strategic Management  
Title of Project Proposal..... Strategic Change Management  
Practices at Abdul Mullick Associates  
Limited Consulting Engineers.

The student has done all the corrections as suggested during the Proposal Presentation and can now proceed to collect data.

Name of Supervisor..... Juleta Aup..... Signature..... [Signature]..... Date..... 2/10/17  
Name of Chairman of Panel..... Signature..... Date.....

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