STRATEGIC PLANNING AND IMPLEMENTATION PRACTICES AT THE COLLEGE OF HEALTH SCIENCES, UNIVERSITY OF NAIROBI

BY

BENARD OMONDI OCHIENG

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF

MASTER OF BUSINESS ADMINISTRATION (MBA),

SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI.

NOVEMBER, 2010.

DECLARATION

This Research Project is my original work and has not been presented for award of a degree in any University.

Signed_____ Date _____

Benard Omondi Ochieng
D61/7035/2007

The Research Project has been submitted for examination with my approval as the University supervisor.

Signed_____ Date_____

Prof. Evans Aosa
Department of Business Administration

School of Business

University of Nairobi

DEDICATION

This project is dedicated to my family and to all my colleagues who tirelessly supported me during my course work and whilst conducting this research.

ACKNOWLEDGEMENTS

Research writing, as the author came to realize, is equally a life course process; it is full of ups and downs, riddles and obstacles that one must overcome. I am privileged that I did not feel alone through this journey owing to the financial, social, academic and emotional support from different sources.

For this reason, I am greatly indebted to University of Nairobi employees, my colleagues and fellow students who ensured that the project was a success. Special mention of my supervisor, Prof. Aosa, for the valuable advice, support and guidance he gave me throughout this research and to the Director of Kenya AIDS Vaccine Initiative (KAVI), who supported me during the entire period.

ABBREVIATIONS AND ACRONYMS

CEO - Chief Executive Officer

CHS - College of Health Sciences

CMB - College Management Board

CSMC - College Strategic Management Committee

ICT - Information and Communications Technology

IGA -Income Generating Activity

IT - Information Technology

KNH - Kenyatta National Hospital

QM - Quality management

PEST -Political, Economic, Social and Technological issues

SWOT - Strengths, Weakness, opportunities and Threats

UMB -University Management Board

UNES - University of Nairobi Enterprise Services

UNITID -University of Nairobi, Institute of Tropical and Infectious Diseases

UoN - University of Nairobi

TABLE OF CONTENTS

DECLARATION ..... **ii**
DEDICATION ..... **iii**
ACKNOWLEDGEMENTS ..... **iv**
ABBREVIATIONS AND ACRONYMS ..... **v**
ABSTRACT ..... **vii**

CHAPTER ONE: INTRODUCTION **1**
1.1 Background of the study 1
1.2 Research Problem 11
1.3 Objectives of the study 13
1.4 Value of the Study 13

CHAPTER TWO: LITERATURE REVIEW **14**
2.1 Introduction 14
2.2 Concept of Strategy 14
2.3 Strategic Management 15
2.4 Strategic Planning 17
2.5 Strategy Implementation 18
2.6 Challenges of Strategic Planning and Implementation Practice 20
2.7 Tools for Successful Strategy Implementation 22

CHAPTER THREE: RESEARCH METHODOLOGY **24**
3.1 Introduction 24
3.2 Research Design 24
3.3 Data Collection 24
3.4 Data Analysis 25

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION **26**
4.1 Introduction 26
4.2 Strategic Management Planning Practices at CHS 26
4.3 Implementation of Strategy at the CHS 31
4.4 Challenges Facing Strategic Planning and Implementation at the CHS 34
4.5 Discussion of the Results 37

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS **43**
5.1 Introduction 43
5.2 Summary 43
5.3 Conclusion 45
5.4 Recommendations 46
5.5 Limitations of the Study 49
5.6 Suggestions for further Research 50

REFERENCES **51**

APPENDIX: INTERVIEW GUIDE **54**

ABSTRACT

Managers of many organizations including the College of Health Sciences (CHS) are often hesitant in planning and implementation of new strategic plans. Most organizations are comfortable with their status quo and are not keen to re-engineer new strategic plans that would lead to unknown new positions in the dynamic environment. The higher education industry has undergone tremendous changes from the twentieth century to-date thus the industry has become competitive and the University of Nairobi (UoN) can no longer assume to be the University of Choice. Public and private universities in Kenya and abroad are now offering the same courses or even better courses that were the preserve of the UoN; this has created discomfort within the UoN and the constituent colleges.

The CHS being a constituent college of the UoN has therefore formulated strategic management plans that will endeavour it to thwart competition from other universities or colleges within the higher education industry by adapting to the changes in the environment. Strategic planning relates to the positioning of the organization in the industry and relating the organization to its environment in a way that will assure continued success thereby achieving a competitive edge over other competitors.

The study sought to understand the practice of strategic planning and implementation at the College of Health Sciences (CHS) and the challenges encountered during the process of planning and implementation. The principle of the study was to find out if the institution responds to the environmental changes since the environment is dynamic. The research project was a case study of the CHS whose objective was to establish strategic planning and implementation practices at CHS.

In order to answer the questions that were asked, primary and secondary data was collected. The primary data was obtained through a one on one interview while the secondary data was obtained through UoN academic calendars, CHS strategic plan document and various other departmental documents. The data was collected and analyzed by use of content analysis.

The study established that CHS uses a corporate strategic plan and that its objectives are aligned to the vision, mission statements. The cascaded corporate strategic plans were not totally inclusive when it comes to employee and students involvement. Sensitization of employees and students towards the implementation of the strategic plan was not frequent and so was the frequency of scanning the environment. The absence of a monitoring and implementation team further made it difficult to attain a systematic implementation plan as per the action matrix in the CHS strategic plan blue print.

The research further established that the CHS encountered challenges such as; lack of financial resources, disconnect between plans and implementation, resistance to change, inadequate staffing in some areas, bureaucracy, and continuous increase in the number of students being admitted to the college during the strategic planning and implementation at the CHS. It was also established these challenges at the CHS would be reduced if more employees are involved during the planning and implementation stages.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Strategic management is about scanning the environment; formulating and implementing strategy that would give the organization a competitive advantage over other organizations in the same industry. According to Hannagan (2002) strategic management consists of decisions and actions used to formulate and implement strategies that provide a competitively superior fit between the organization and its environment to enable it achieve organizational objectives. Since the environment is dynamic, it is important for the organization capabilities to match strategy and strategy to match the environment in order to compete effectively. The dynamism in the environment destabilizes most organizations that do not have formal strategic plans. Such organizations employ tactics that are temporary and solve the issues at stake at that particular time. Organizations of such nature employ emergent strategies on a daily basis to solve issues at stake. Most organizations are running away from making emergent strategies to making long term deliberate strategies. It is therefore important to scan the environment continuously and formulate a strategy that will withstand the test of time.

Strategy formulation is important, but if the plan is not implemented and the blue prints are left to gather dust on the shelves then it is of no good. Strategy is therefore attained when the formulation and implementation activities are in place. Strategic management pays attention to the willingness of the organization to adapt to the changing circumstances and consists of formulating future mission in the light of

changing external factors such as regulation, competition, technology and customer development of a competitive strategy. Porter (1979) asserts that a firm would succeed in being an industry leader only and only if it appreciates the current and future changes in the environment. Ansoff and McDonnell (1990) reaffirm that strategy is a potentially very powerful tool for coping with the conditions of change which surround the firm today.

Strategic management must therefore keep the organization relevant. It is imminent that as the environment changes, the strategy may have to be modified if the theory of organization being environment serving and dependant is to be observed.

1.1.1 The Concept of Strategic Planning

Strategic planning relates to the positioning of the organization in the industry and relating the organization to its environment in a way that will assure continued success. Strategic planning assumes that the future is turbulent and uncertain and as such it is important to have a strategy that gives the organization a competitive edge over other organizations in the industry.

The environment under which the organization operates is the key to its success of which the environment can be relatively stable or highly turbulent. Planned strategies must therefore take note of the ever changing characteristic and requirements of the environment. This leads to a situation of continuous environment diagnosis. According to Ansoff (1998) a firm's performance is potentially optimized when the following conditions are met: aggressiveness of the firm's strategic behaviour

matches the turbulence of its environment; responsiveness of the firm's capability matches the aggressiveness of its strategy; and the components of the firm's capability are supportive of one another. Ansoff (1998) brought out the need to evaluate the turbulent environment and to match the strategies to the level of turbulence in the environment. It follows from the above that unless an organization aligns its capability to strategy it may not achieve a competitive edge over other competitors since the environment is turbulent and constantly changes.

Strategic planning process therefore reviews the market condition, customer needs, competition, strengths and weaknesses, socio-political, legal and economic conditions, technological developments and the availability of resources that lead to the specific opportunities or threats facing the organization (Donelly et al, 1992).

There are several challenges to the concept of capability matching strategy and strategy matching the environment. Most of the institutions do not have the capability to scan the environment continuously and to formulate the best strategies for the change. Institutions are limited with human and financial capital necessary for the successful strategy formulation and implementation since formulation and implementation go hand in hand. The environment is turbulent hence the dynamism in customer needs, socio-economic status, political and legal status poses a challenge. Daily technological advances imply that institutions have to regularly adapt to the new technology otherwise they are prone to lag behind hence be less competitive.

1.1.2 The Concept of Strategic Implementation

Strategy implementation is the process by which objectives, strategies and policies are put into action through the development of programs, budgets and procedures. According to Wheelen and Hunger (2008) strategy implementation refers to the sum total of the activities and choices required for the execution of strategic plan. The dynamism in the environment has made it difficult and challenging to formulate strategic plans and then assume that everything would run smoothly when it comes to implementation.

Aosa (1992) states that strategies are not valuable if they are developed and not implemented. Crafting and executing strategy is the heart and soul of managing a business enterprise (Thompson et al, 2008). Kaplan and Norton (2006) assert that once strategies have been developed they need to be implemented otherwise excellent strategies would continue to be of no good.

Organizations that formulate excellent strategies need to have the capacity and capability to carry out the implementation. As the environment in which the institutions operate changes, the strategic plans and its implementation practices should adapt to the changes. Policies, procedures, learning culture and funds should be availed for the activities to run smoothly.

1.1.3 Universities in Kenya

The Royal Technical College of East Africa was the first Kenyan Higher Education Institution and was opened in Nairobi in the year 1956. During the year 1961 it was

renamed to Royal Technical College of Nairobi and in 1963 it became the University College of Nairobi. In the year 1970 the University College of Nairobi was renamed the University of Nairobi (UoN).

Kenyatta College became a constituent college of the UoN in the year 1972. The College was by then a teacher training Institution and was elevated into a full-fledged university in the year 1985. According to the commission of higher education (2010), universities that are supported by public funds as per the Act of parliament are called public universities while private universities are universities established in accordance with the universities Act 1985(Cap210B).

The public universities in Kenya are; UoN established in 1970, Moi University established in 1985, Kenyatta University established in 1985, Egerton University established in 1987, Jomo Kenyatta University of Agriculture and Technology established in 1994, Maseno University established in 2000 and Masinde Muliro University of Science and Technology established in 2007.

Kenya has 7 public universities and 13 private universities with an enrolment of about 50,000 students for the academic year (1999-2000) of which 80% were enrolled in public universities and the remaining 20% in private universities according to the commission of higher education (2010). For the academic year 2007/08 enrolment in public universities and private universities had risen to 97,107 with UoN constituting 26.3%.

Universities in Kenya have been faced with numerous challenges over the years. The Government initially used to remit funds for running the public universities in full and the students were not expected to pay fees, but this changed during the academic year 1991-1992. The Government decided to have a cost sharing scheme whereby the Government pays a percentage cost per unit and the student pays the balance as direct fees.

The biggest challenge to the CEOs of various universities more so public universities is to raise enough funds to run their institutions. The Government through the ministry of higher education science and technology has been pressing for higher numbers of students to be admitted in public universities and yet the remittance of funds has not been increased proportionately. The short-fall in terms of funds has led to the universities creating units or companies that are responsible for generating extra income called income generating activities (IGA). The UoN registered a company called University of Nairobi Enterprise Services (UNES) to look into ways of generating funds for the University.

Contribution of research and development funds has been left to donors and friends of Kenya for many years. The universities' dependence on donor funding is risky as previously witnessed when the credit crunch hit the American States and Europe in the year 2009. The development of a country depends on the research and development projects and if funds availability is not reliable then the country suffers in terms of economic development.

Limited opportunities for students who have attained the pass mark for joining public universities has led to students joining private universities or travelling abroad for studies. Parents with ability to raise funds for their students to join such universities including parents who do not want the students to stay home for over a year before joining the public university have always opted to take the students to private universities.

Religious organizations have been under pressure from its followers to open up universities that will take care of the needs of their institutions. This has led to establishment of universities like Baraton, Daystar and Methodist which are continuously opening campuses for its students.

The disruption of studies during students' strikes that were common in the 1980's and 1990's also played a role in diverting prospective public university students to join the private universities. The introduction of performance contracts have helped in curbing strikes in various Universities.

Lack of transparency and accountability is a real challenge to Kenyans as a whole. Most of the universities have lost monies due to embezzlement and misappropriation of funds leading to dilapidated structures within numerous universities. Structures are now in place to minimize fraudulent activities.

Brain drain has been a challenge to the universities and the country at large. Academicians have left the Institutions for better paying jobs abroad. The political and economic well being of the academicians for a long time was not addressed by

Government, resulting in brain drain. Human resource capital is expensive and once attained should be natured carefully.

The Government of Kenya is the biggest stakeholder when it comes to running the higher education industry. The Government is keen to have citizens who are well educated in order to achieve vision 2030. The Ministry of Higher Education Science and Technology, universities and employers of graduates play major roles in giving directions as to where the industry is heading. The stakeholders and in particular prospective students have great inputs as to what is expected of the universities. The strategic plans are formulated by universities after careful scanning of the environmental needs of the stakeholders.

1.1.4 University of Nairobi

The UoN is a body corporate constituted in accordance with the UoN Act (Cap 210) of the Laws of Kenya. The UoN is the first public university established in Kenya. The Chancellor is the head of the university and is appointed by the President of Kenya. The Vice-chancellor is the Chief Executive and Accounting Officer and also the Academic and Administrative head of the UoN. The Vice-Chancellor is in charge of the strategic management of the UoN and formulates the strategic plans and how the plans would be implemented before cascading the same to the various constituent Colleges. Deputy Vice-Chancellor (Administration and Finance) heads the Finance and Administration division. Deputy Vice-Chancellor (Academic Affairs) heads the academic division, responsible for syllabus development, regulations, examinations, postgraduate studies, research, admissions and academic staff training. Deputy Vice-

Chancellor (Student Affairs) is in charge of student affairs and takes care of the planning, organizing and management of social, counselling, career development, accommodation, catering and recreation services. Principals of colleges are academic and administrative heads charged with the responsibility of managing the institutions.

The University Council is charged with the responsibility of governance, control and administration of the University. The council formulates policies, creates faculties and approves the appointments of University staff. The Senate is the supreme academic organ that determines and oversees all academic programmes at the university. The University senate is responsible to the council for academic affairs, financial and administrative management of the university. The senate is presided over by the Vice-chancellor and dominated by heads of departments.

The main stakeholders include the Government, the Commissioner of higher education, and the higher education loans board, UNES, trade unions, students' union, training institutions and other universities. The clients include students, staff, parents, donors, suppliers, research collaborators, linkage partners, industry partners, employers, business partners, alumni and the general public.

The UoN has embraced performance contracting as one of the strategic management tools. Performance contracting helps in achieving the set targets for particular period of time. The Vice-Chancellor, Deputy Vice-Chancellor, Principals of various Colleges, Deans of various faculties and the various heads of departments have signed performance contracts and are evaluated quarterly.

1.1.5 College of Health Sciences

The College of Health Sciences (CHS) is one of the constituent Colleges of the UoN. The CHS came into being first as a Faculty of Medicine on the 3rd July 1967 and was later incepted as a College in 1985. The College currently has five schools namely:- School of Medicine, School of Pharmacy, School of Nursing Sciences, School of Dental Sciences and the University of Nairobi, Institute of Tropical and Infectious Diseases (UNITID).

The CHS has operated as a training ground for health professionals with various academic and professional programmes being offered. Currently there are 21 teaching departments and eight (8) thematic units spread within the Kenyatta National Hospital (KNH) complex. KNH being one of the biggest referral hospitals in East and Central Africa poses as a good training ground for the students at the CHS. The facilities at the KNH have been utilized since the establishment of the College.

The CHS being one of the pioneers of health science institutions has managed to play a leading role in the higher learning institution. This has been challenged of late with the emergence of other colleges. The changing environment has made the CHS benchmark itself and innovate a strategy of competing effectively with other competitors in the industry while remaining ethical and relevant to the needs of stakeholders.

1.2 Research Problem

The practice of formulating strategy has been done by various organizations yet the implementation has been a challenge to many. World over there are no any single particular strategic plan that is applicable to all the organizations with success. Many scholars have undertaken studies that denote how excellent strategies have failed when it comes to implementation. According to Mintzberg and Quinn (1988) it was revealed that 90% of the well formulated strategies failed at the implementation stage. Numerous other studies conducted revealed that strategic planning was done with great success but emphasis on implementation as one of the most critical part to the success of the plan still lagged behind. Charan & Colvin (1999) study suggested that 70% of 10 CEOs who fail, do so not because they have bad strategy but because of bad execution. Similarly in another study of 200 companies in the Times 1000, 80% of the Directors said that they had the right strategies but only 14% thought they were implementing them well, hence there is no doubt according to the findings that 97% of the directors have 'Strategic Vision' but only 33% reported achieving `significant strategic success'(Cobbold & Lawrie, 2001). Wheelen and Hunger (2008) further noted that poor implementation is the cause of many strategic plan failures.

The UoN for many years faced little competition from other universities in the country; it was the University of choice by many students. The comfort came to an end once it realized that many universities had started offering the same courses that they were offering. The UoN and by extension the constituent colleges had to quickly come up with strategic plans for its survival. The UoN formulates the corporate plans and cascades the plans to the colleges. The colleges in turn adopt the main plans and

come up with strategies that will enable the UoN and the College to achieve the objectives set.

The CHS operated without a formal strategic management plan for a long time. The traditional annual planning over the years saw the formulation of the following year's annual budget based on the year's (current) events with a notion that the following year's events was not change much. In this era of competition the CHS has to embark on strategic management plans that can be implemented with great success in order to remain competitive and relevant to the environment that keeps on changing. Thompson and Strickland (1993) viewed strategy implementation task as the most complicated and time consuming part of strategic management process because it cuts across all faces of management that must be initiated from many points inside the organization.

Strategic plans that have been formulated and implemented are varied as previously noted and there is no one particular strategy that is similar and applicable to all organizations. The research work done above clearly showed that many organization carry out strategic planning but very few organization that do so are successful when it comes to implementation practice. The researcher therefore aimed at establishing the strategic planning and implementation practices within the CHS and further sought to establish the challenges that go with the implementation practices at the college.

1.3 Objectives of the study

The study objectives were:-

To establish the planning and implementation practices within the College of Health Sciences

To establish the challenges of strategy implementation at the College of Health Sciences

1.4 Value of the Study

The study material collected and analyzed are valuable to the stakeholders for the purposes of developing better strategic response in the face of the ever-changing environment. The information attained brought out the negative and positive aspects of the current strategic planning and implementation practices and the challenges associated with the plan. The outcome of the study can be utilized to strengthen the strategic plan by improving on the negative aspects thus bridging the existing gaps.

The outcome of the study can be of help to other organizations that are experiencing strategy formulation and implementation challenges. The study can also be used by academicians, scholars, and researchers for adding knowledge and using the information as a reference point.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature relevant in context to the research being undertaken, that is the strategic planning and implementation practices. It depicts the state of knowledge in the area of study thus evaluating the existing research and bringing out the limitations of the knowledge.

2.2 Concept of Strategy

Porter (1996) states that a strategy is the creation of a unique and valued position involving a different set of activities. Individual firms work hard to have a competitive edge over the rest in the industry. A good strategy should enable the firm to survive competition by utilizing the most advantageous methods like cost leadership or product differentiation. This and other factors enable the firms to have a competitive edge over its rivals.

According to Barney and Hostelry (2008), a firm is said to have a sustained competitive advantage when it is implementing a value creating strategy not simultaneously being implemented by any current or potential competitors and when these other firms are unable to duplicate the benefits of the strategy.

The formal strategic planning started in 1950's in the USA. The early pioneers of formal strategic management were Drucker (1954) and Chandler (1962) who looked into the relationship between structure and strategy. Later on in the 1970's there were

challenges and disenchanting due to reasons such as increased environment turbulence, reduced business opportunities and increased competition. Some of the criticism levelled against strategic planning was that it emphasizes on theory and very little on the implementation or action part.

Strategic management planning and implementation has become important to many institutions since the environment under which they operate keeps on changing. Scanning of the environment and analyzing its findings in order to come up with an appropriate strategic plan for implementation has now become more important than ever before due to the turbulence being experienced.

2.3 Strategic Management

According to Wheeler and Hunger (2008) strategic management entails environment scanning, strategy formulation, strategy implementation and evaluation. It is therefore the process that integrates strategic planning and management into a single process which includes internal assessment, environment analysis, strategy formulation, strategy implementation and control of the strategy. Pearce and Robinson (1997) assert that strategic management can be looked at mainly as a combination of strategy formulation, strategy implementation and control. Kaplan and Norton (2005) assert that strategic planning is a step by step process with definite objectives and end products that can be implemented and evaluated. Drucker (2006) states that companies that enjoy enduring success have core values and purposes that remain fixed while business strategies and practices continuously adapt to a changing world.

The dynamism of preserving the core values while stimulating progress is the reason for companies to renew themselves and achieve long term performance.

Strategy formulation can be intended, deliberate or emergent depending on whether it is consciously and analytically done of which we have an intended process of strategy formulation or the strategy can be as a result of day to day operational challenges, whereby the management has to make decisions based on priority at that particular time. Such decisions that are made despite or in the absence of intentions are emergent strategies. Emergent strategies are made by managers as a result of response or opportunities that arise during the daily running of the organization and of which were left out during the deliberate strategic planning by the management.

According to the design school approach, strategy is formulated at the top (CEO level) and then cascaded to the lower levels for adoption. The strategy is intentional to achieve specific goals within a specific period. The strategic process includes the identification of SWOT by scanning the environment and then coming up with the most competitive strategy while at the implementation stage every manager is actioned on what he or she should do and within what period. A checklist of what is to be covered by each manager should be in place and experience plays a big role when it comes to monitoring and evaluating the actions.

Implementation should be customized since no two organizations have exactly the same factors affecting it. Employees and other stakeholders should be handled differently by different organizations due to the nature of operations otherwise you may have a strategic plan that meets a lot of resistance.

2.4 Strategic Planning

Pearce and Robinson(1997) view strategy formulation as a process of doing a situation analysis of both internal and external environment, setting the vision, mission and objectives of the organization and suggesting a strategic plan that is used to achieve the set objectives. According to Porter (1979) strategic planning is activated as a result of competitive forces that arise in an industrial environment. The five forces that shape competition in an industry resulting in the formulation of strategic planning are:-threat of new entrants, threat of substitutes, bargaining power of buyers, bargaining power of suppliers and rivalry in the industry.

Corporate strategy has a top down structure that communicates effectively from the top to the lower level cadre of employees. The planning process takes place from the top with the CEO being in charge, and later on cascaded to the lower level units for implementation. The CEO and the top management assesses the environment in which they are operating and put down favourable strategies that would see the organization have competitive edge over other organizations. Formulation of a detailed action plan in chronological order having steps to be followed is usually made and individuals assigned specific duties. The management sets due date and estimated resources to be used during such an assignment. The organization has to plan in advance and commit the funds otherwise plans cannot be turned into action without funds.

2.5 Strategy Implementation

According to Irwin (1995) strategy implementation is an internal, operations –driven activity involving organizing, budgeting, motivating, culture –building, supervising and leading to ‘ make the strategy work’ as intended. Implementing strategy involves; creating fits between the way things are done and what it takes for effective strategy execution. It also involves executing strategy more proficiently and efficiently thereby producing excellent results in a timely manner.

Aosa (1992) observed that strategy implementation is likely to be successful when congruence is achieved between several elements particularly organization structure, culture, resource allocation systems and leadership. Without this congruence, major challenges are bound to arise in the process of strategy implementation. Organizations which are effective at strategy implementation successfully manage six strategy supporting factors: action planning, organization structure, human resources, annual business plan, monitoring and control, and linkage (Birnbaum, 2006).

Implementation of strategic plans is one of the most challenging areas when it comes to strategic management. Strategy implementation is more difficult and time consuming to accomplish than the planning stage. Implementation is action oriented, employees should act for the implementation to take place, and the actions have to be taken by individual stakeholders (employees). Management of human resource has been and is still one of the most complex capital resources. Systems are handled well when there are good motivational leaders and a changing organization with business

like thinking that creates a fit between the strategy and how the organization does its operations.

The structure should be supportive of the strategies otherwise it may not be easy to implement the strategies. The management looks at the current structure and establishes whether it can support the strategy to be implemented. Organizations that cannot access the correct human resource are not able to plan and implement the strategy effectively. Human resource capital can be sourced from outside the organization or be trained to fit into the system that is effective to the strategy formulation and implementation. Annual business plans are made for the purpose of allocating funds for the plans. Monitoring and control of the plans requires periodic checks so as to make sure the implementation is on course. Actions that are not in line with the strategy are aligned immediately to return the plan back on track. Linking the above factors is crucial since it ensures that there is linkage between the action plan and the business plan or between the business plan and the ability to be supported by the organization structure. Communication of the action plans is important for the implementation to be successful.

Hill and Jones (2004) assert that having chosen a set of strategies to achieve competitive advantage and increase performance, managers should put that strategy into action. Bakunda (2002) observes that selection of a strategy does not mean the enterprise will follow the decision. He further argues that a good strategy is not a sufficient condition for success; its effective implementation is equally important.

Leadership is very important during the process of planning and implementation. The leadership style will dictate how fast or effective the strategy would be implemented. According to Aosa (1992), the CEO of an organization should be at the forefront in providing leadership to initiate, motivate, inspire and cultivate a team spirit during strategy implementation. All members of the organization need to focus their efforts in the same direction with the CEO as the leader according to Hill and Jones (2001).

2.6 Challenges of Strategic Planning and Implementation Practice

Porter (1979) asserts that firms with a competitive edge over others in the industry stand to benefit and stay afloat with good strategic plan. The environment under which organizations operate has continuously been changing rendering organizations that are slow to adapt to the changes non-competitive. The outcome of strategic management and organizational success is dependent on the direction provided by the strategic leader, the culture of the organization, the extent to which managers throughout the organization understand, support and own the corporate strategy and the effectiveness of the information, monitoring and control systems.

The public demands more and better services yet the resources at the disposal of most institutions have continuously become limited with the government releasing less and less proportionate funding to public Institutions compared to the number of students being admitted. Human capital plays a big role in challenging the environmental disparities. According to Porter (1979) a firm can succeed in being an industry leader only and only if it appreciates the current and future changes in the environment. Change management should be practiced and the lower level cadre should be involved

in change management. Every strategy that is sensitive to the changes in the environment should adjust and be flexible by modifying the strategic management plans. Failure to adjust to changing environment would lead to a situation where the organizations are unable to cope with the new twist of events. A case of emergent strategy occasionally has to be actualized. Good strategies are flexible and can be modified in line with the ever changing environment.

The strategic plans should be owned by stakeholders in order for them to be successful. As noted by Porter (1979), failure to involve all the stakeholders in the industry to a given extent always causes doom. The students and the employees who are directly and/or indirectly affected should be involved in order to make a strategic plan successful. Organizations should take the primary stakeholders seriously and involve them during planning, implementation and monitoring period. Corporate style of strategic implementation where most of the strategies are formulated according to the objectives of the organization at times meet a lot of resistance from the lower cadre staff.

Rigid plans may be easy to implement but rarely achieve the objectives of the plan. Strategic plans are meant to give a firm a competitive edge over its rivals. The environment under which most organizations operate continuously change. For every change in the environment that affects the organization negatively or positively, advantage should be taken care of and the initial strategy modified to suit that new circumstance. Inflexible strategic plans are not the best of plans therefore successful organizations have changed their strategic plans several times before finding the

correct strategy for achieving their set objectives and hence the attainment of the set goals

The theory of chaos states that the world (environment) is so chaotic that on a daily basis there are new changes and challenges and that it would be absurd to purport that you can foresee the future and plan effectively for the unknown. On the other hand failure to plan is planning to fail, organizations have to plan and re-plan strategies in order to stay afloat and relevant to the changing circumstances.

2.7 Tools for Successful Strategy Implementation

According to David (1997), tools for successful implementation are essential because they represent a basis of allocating resources, primary mechanism for evaluating managers, major instrument for monitoring progress towards achieving long term objectives and establish divisional and departmental priorities. They translate long run aspirations into the annual targets. If well developed, they provide clarity, powerful motivator and facilitate strategic implementation.

Alexander (1985) outlines annual objectives, policies and functional strategies as tools for successful strategy implementation. He defines annual objectives as guidelines for actions, directing and channelling efforts and activities of organizational members. Objectives provide a source of legitimacy in an enterprise by justifying activities to stakeholders. They also serve as a standard of performance and give incentives for all to perform. Another tool for strategic implementation is

policies. Policies should be formulated to provide specific guideline methods procedures, rules, forms and administrative practices to support work stated goals.

The last tool for strategic implementation is functional strategies. Pearce and Robinson (1988) describe functional strategies as short term activities that each functional area within an organization should undertake in order to implement its broad strategy. They argue that functional strategies should be consistent with long term objectives. Aosa (1992) asserts that functional level strategies mainly focus on achieving maximum use of resources. Each department of the organization faces its own set of problems and has developed distinctive traditions. It is therefore very important to have close linkages between corporate strategies and actions of department managers.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methods and procedures that were used by the researcher to conduct the study in order to achieve the objectives. It details the research design, the data collection and data analysis.

3.2 Research Design

The research design took the form of a case study in order to specifically research on strategic planning and implementation at the CHS. Kothari (1990) described a case study as a careful and complete examination of a social unit, institution, family, cultural group or an entire community. A case study he argued embraces depth rather than breadth of a study.

The researcher used a case study design in order to have an in-depth understanding of the strategic planning and implementation at the CHS. The case study design supports the use of content analysis that has more material details with systematic characteristics leading to trends being achieved.

3.3 Data Collection

The researcher collected both primary and secondary data. The primary data was collected through in-depth interviews of the respondents. The interview guide was the main instrument used as a guide to the key questions for discussion while the

secondary data was collected through studying of the UoN academic calendars, CHS strategic planning files and policy papers at the CHS.

Personal interviews were conducted by the researcher to collect data. Open ended questions were asked to gather more information and to give liberty to the interviewee while answering the questions. The questions were covering planning stage activities and implementation of the strategic management plan at the CHS.

The respondents included chairman of the CHS strategic management plan committee (CSMC) and six other members of the CSMC, eight departmental chairmen and two assistant registrars.

3.4 Data Analysis

The data collected was checked for completeness and accuracy before analysis and was geared towards answering the research question. A content analysis was performed on the data to allow for in-depth understanding of the issues in the case. Nachmias and Nachmias (1996) noted that content analysis is a technique for making inferences by systematically and objectively identifying specified characteristics of messages and using the same approach to relate to trends.

The data obtained after performing content analysis has been cleaned and interpreted to form useful information. The content analysis technique was chosen for the purpose of having clarity, preciseness, ease of understanding and better interpretation of the results.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter looks into the analysis of the data collected, the findings and discusses the outcome of the research with an aim of answering the research question**.** It denotes the practices at the CHS in terms of the strategic management planning and implementation.

4.2 Strategic Management Planning Practices at CHS

The UoN central administration is responsible for the corporate strategic plan for the entire UoN; it scans the external and internal environment before formulating the strategic management plan. Once the UoN central administration has formulated the strategic management plan, the plan is then cascaded to the various UoN colleges.

The CHS formulates its strategic management plans which fit within the main UoN corporate strategic plan. The CHS strategic plan committee is entrusted with the formulation and presentation of the draft strategic plan to the College Management Board (CMB) for approval. The approved strategic plan is then cascaded to the departments and the thematic units. The departments and the thematic units then adopt the relevant college strategic objectives for further cascading.

The strategic plan is translated at the outcome level into an implementation plan at action point and output level for academic functions. The cascading is separated into two levels, one being at the College level and the other at the departmental and

thematic units. The final stage is for each unit to prepare the operating budgets for the first year and each subsequent year thereafter. This plan becomes the basis for the annual performance contracts for the key persons in each unit. It is clear from the above literature that the corporate strategic plan is practiced at the CHS and is used by the entire UoN, since the cascading of the strategic plans originate from the CEO of the UoN.

4.2.1. Vision, Mission and Objectives of CHS

The CHS being a constituent college of the UoN has adopted most of the rules and regulations of the UoN as one of the tools for implementing the strategic management plans. The Vision of the UoN is: A world-class University committed to academic excellence and transformation of the lives of Kenyans and serving society with distinction while the Mission is; A Centre of learning scholarship and professional development; extending the frontiers of knowledge through research and creative works; fostering an intellectual culture that bridges theory with practice; and producing holistic graduates prepared for a life of purpose, service and leadership.

The UoN's core values are responsible citizenship, good corporate governance, and freedom of thought in academic enquiry, excellence and professionalism, team work, creativity, innovativeness and adaption to change. Teaching and learning is the main core function of the UoN, offering innovative, relevant and market driven academic programmes at undergraduate level and at postgraduate level with in-built quality controls. The UoN also creates an environment conducive for student and employee growth. The UoN strives to generate, store and disseminate knowledge through

research by creating an enabling environment and a policy frame work. Consultancy has also been identified as a core function more so when it comes to generating income. Community programmes and activities have been put in place as a way of corporate social responsibility.

The CHS vision and mission is curved out from the UoN vision, mission statement, with its core value being; freedom of thought and expression, intergrity and professionalism, leadership, research culture, meritocracy and team work, corporate governance and social responsibility, respect and conservation of the environment. The CHS vision is; to be an internationally recognized centre committed to scholarly and professional excellence in health care while its mission is; to provide quality health education and trainning through creation, preservation, intergration, transmission and utilization of health knowledge.

The CHS attuned itself with the stakeholder's expectation and redefined its objectives. The objectives are used as another tool for strategic management implementation. The objectives are as follows: to offer and maintain academic programmes in healthcare with inbuilt quality assurance; to nature academic programmes to scholarly and professional excellence; to actively promote and diversify the process of delivery by sensitizing and promoting open distance learning; to create a conducive environment and policy frame work capable of promoting research, development and consultancy; to develop an effective governance system to serve the CHS; to embrace a visionary, innovative leadership and management that is visible and transparent; to attract, develop and retain high calibre professionals; to strengthen and maintain the implementation of the gender, marginalization, HIV/AIDS and disability policies; to

provide and maintain an adequate state of the art infrastructure that supports the core functions of the college; to maximize student and staff productivity in order to enhance the quality of teaching and learning, professional services and research; to strengthen the existing partnerships, collaborations and linkages and to develop new ones with other academic institutions, industry and the society; to improve the revenue position and financial management; to produce holistic graduates; to promote institutional image; and to promote a clean and safe environment conducive for training, research and practice.

Functional strategy that is also used as a tool for successful implementation according to Pearce and Robinson (1988) is applied at the CHS. The head of functional areas are under performance contract that do not give room for non achievement of the departmental goals and as such the short term activities are accomplished leading to the broad strategy being achieved.

4.2.2. Involvement of Stakeholders

The CHS involves stakeholders during the strategic management plans. Respondents to questions regarding the involvement of stakeholders during the strategic management plans noted that the employees and students of the college are given an opportunity to convey their interest before the plans are finalized. The CHS strategic management committee (CSMC) randomly contacts the stakeholders directly and indirectly by use of questionnaires. The CSMC appreciates the information given although the practice is limited to a number of stakeholders; the views received are filtered and used during the planning stages.

The CHS has a mid-term review of the strategic management plan as a college, however it does not engage in continous scanning of the environment. The departments or schools occasionally consult with the students and employees during the school meetings or departmental meetings. The departmental meetings are held on a monthly basis and as such the departments utilizes the occasion to tackle issues arising. This may not be the correct way of handling stakeholder views but its practiced at variuos departments according to the respondents who were asked if stakeholder(Employees and students) views are incorporated in the departmental plans.

Research units at the CHS have to scan the environment continously inorder to remain relevant to the dynamic environment. Respondents in reserach units see the mid- term review as not adequate to keep the CHS as competetive as possible due to the bureaucratic nature of administration. The subsequent changes to the reviews would take numerous months if not years before the modifications are in place and by then the environment would have changed several times rendering the changes obsolete.

4.2.3. Receptiveness and Sensitization of the Stakeholders

The acceptance of the strategic plans dictate as to whether the plan will succeed or not. If the plan is resisted from the start then most likely it may not succeed. The stakeholders who are largely students and employees are supportive of the CHS and would like to see the strategic plans work according to the answers given by the respondents when asked about the receptivenss of the strategic plans. The respondents

are of the opinion that they do not have an option of turning down the plan since it has been developed and cascaded to the college and the department.

The respondents when asked about the sensitization program of CHS, responded by saying that there is no sensitization program and that in a few departments they use the departmental meeting to sensitize the employees and not the students who do not attend such meetings. The stakeholders have to be sensitized by the management in order to be familiar with the strategic management plans. The stakeholders are more comfortable working with a strategic plan that they are familiar with and one that they can be identified with.

4.3 Implementation of Strategy at the CHS

Strategic planning and implementation go hand in hand, since plans without implementation activities do not change the operations of the organization. Strategic plans become complete when implementation is achieved by actioning the activities that have been assigned to individuals. Implementation is posible when the structure of the organization supports the implementation strategy and the resources are allocated accordingly. The respondents noted that the structure had been set up but the financial and human resources had not been allocated properly to support the implementation schedule on time. The respondents pointed out that the intranet and extranet ICT facilities were functional but not used to capacity thereby hindering proper comunication. The respondents when asked about the reward system noted that the academic staff were motivated but the non academic staff were low on moral due to lack of better remuneration.

4.3.1 Schedule of Implementations at the CHS

The CHS implementation schedule is not followed as per the action plans, respondents asked questions regarding the implementation schedules being utilized noted that the implementation schedules are not totally followed and that reviews are rarely done since there is no monitoring and evaluation committee. Action plans that are to be accomplished in five years are accomplished in less than three years and a few action plans that are to be achieved within the year could not be accomplished due to the assumptions that never came through.

The performance contracts and the appraisal system practised at CHS have made it compulsory for the targets to be met although not necessarily as per the strategic planned schedule. It is clear that a monitoring and evaluation team should be in place to ensure that the planned schedule of activities is followed and to ignite the process of modification on time according to the respondents.

4.3.2 The Process of Handling non Conformities to the Strategic Plan and Dissatisfied Stakeholders

Strategic management plans are meant to ensure that stakeholders are given satisfactory services thereby being competitive in the process of satisfying the customers. Stakeholders are the focus point for every strategic plan and if they are not consulted about the plans and its implementation then most likely they will be dissatisfied.

Human beings are rarely 100% satisfied and when the employees where asked whether they are satisfied with the strategic management plan, they responded by saying that they are not satisfied. The employees wish to be involved right from the start of the strategic plans and not to be given plans that have been drawn for implementation without their input. Employees want to own the plans by being involved in most stages and not to be assumed that they will be comfortable with any plan shoved their way by just adapting the plans. The employees are also dissatisfied with the assumptions in the strategic management plan action matrix that finances will be availed while practically the finances are rarely availed on time for the action plans to be done.

The strategic plans are occasionally derailed and should be handled well for the plans to be back on the correct path. How such non conformities are handled should not be haphazard but systematic. The CHS use management tools like performance contracting and the appraisal system to reduce non conformities. When the employees were asked about the process of handling non conformities being in place and whether it is working well, the respondents indicated that the management tools have helped a great deal in reducing non conformities. The respondents further noted that a monitoring and evaluation committee could have handled the issue of non conformities in a better way if it was in place but that is not the case hence hard to identify the weakness.

4.3.3 Modification of Strategic Plan at CHS

Strategic plans that are flexible can be easy to work with since they can be modified by the committee set in order to restore a de-railed plan that has failed to give the desired results. The respondents when asked about the possibilities of modifying the current strategic plan for the purposes of achieving better strategic management plan and hence better results, the respondents were of the opinion that there is room for change and that a better strategic plan can be achieved with better results. The respondents however had reservations as to how soon such amendments/ modifications can take before being actualized. The respondents also wanted an evaluation of the current strategic management plan before any amendment can be done.

4.4 Challenges Facing Strategic Planning and Implementation at the CHS

Strategic management plans are prone to face challenges during implementation process and are subjected to amendments in order to achieve the set targets. The respondents when asked about the challenges being faced by CHS when implementing the strategic plans, they identified lack of financial resources as the biggest challenge. Many action plans at the CHS are pegged on the assumption that the revenue will grow by approximately 5% annually and that the funds will be made available to the CHS and the various units for implementation as per the action matrix of the CHS.

The respondents identified communications problems as a challenge and noted that communication problems have contributed to the disconnect between the plans and the implementation stages. The plans are drawn by the CEO and senior managers and then cascaded to the other employees to implement, but the communication as to what the plans are about, what is to be achieved and how it should be achieved is not communicated effectively by the top management to the other employees hence the reason why there are departments agreeing about having an implementation schedule and other denying.

The respondents also noted that ownership of the strategic management plan is not there, employees feel that they were not consulted and that the plans are being imposed on them without their input. Stakeholders are proud to identify themselves with strategic plans and do take responsibility for their actions if they are involved in the formulation of the strategic plans.

Lack of implementation strategy is a challenge to many employees who would have preferred to have a monitoring and evaluation team to monitor and evaluate the entire strategic plan. It is clear that other tools of management like performance contracting and the ISO 9001:2008 program has come in handy to act as a way of checking the quality of actions being undertaken at various levels within the organization and the corrective actions are well spelt out in the program according to the respondents.

Resistance to change by the employees is a challenge as identified by the respondents when asked about the challenges that they are experiencing in regards to the strategic management plan implementation. Learning organizations are ready to adapt to new

changes and the challenges are taken positively by the organizations in order to learn their mistakes and to come up with counter actions that are capable of handling similar challenges in a better way in the future. Persistent resistance to strategic plans hinder development and the implementation plans are derailed to the extent that the outcome is not achieved on time or not at all. Minimal resistance to change is being experienced at CHS according to the respondents due to non involvement of employees during the planning stages. Since resistance to the rules and policies that are in place hinder the achievement of the objectives, such resistance is termed as being non-corporative and may call for disciplinary action, employees therefore prefer to comply rather than to resist.

Continuous increase in the number of students being admitted to the CHS every year is posing a challenge since the physical facilities are not expending at the same rate as the increase in the number of students being admitted as noted by the respondents when asked to identify the challenges being faced during the implementation stages of the strategic management plans. Every year the ministry of higher education puts pressure for more and more students to be admitted to the CHS yet the physical planning remains the same. Lecture halls and hostels are not being expanded at the rate in which the students are being admitted. While the quality of exams is supposed to be improved and be used as a bench mark for other institutions the number of students being lectured is proving to be a challenge yet the school boards have no powers to change such decisions.

The respondents also identified bureaucracy as one of the challenges being faced during the implementation of strategic management plan at CHS. Competitive

companies make quick and swift judgements when it comes to actions that would improve their competitiveness and implement the changes immediately. While the CHS would wish to be autonomous and have a devolved system of governance, leadership and management as reflected on the strategic management plan of the CHS, the UoN has been very slow in letting go of the powers of the senate and UMB. Several decisions are still not being made at the CMB, or school boards or departmental boards as may be required for the targets to be achieved.

4.5 Discussion of the Results

4.5.1 Comparison with Theories

The CHS practices the corporate strategic management plan as reflected on the foregoing literature. This is in line with the UoN strategic management plan and in alignment with the set objectives of the CHS and the UoN at large. While such a practice is good for the UoN and CHS since the CEO knows best what is good for the organization, it also comes with its challenges as noted in chapter four. Involvement of stakeholders during planning and implementation is necessary for the stakeholders to own the plans by feeling that they are important to the organization since they contribute to the strategic plans and are involved during the implementations. Failure to involve stakeholders results in resistance to change and hence sluggish implementation practice as noted by Porter (1979) where he asserted that failure to involve all stakeholders in the industry to a given extent always causes doom.

David (2005) recognizes that, the most important resource is an organization is its people. Accordingly (David, 1997) noted that more and more organizations are

decentralizing the strategic management process, recognizing that planning must involve lower level managers and employees. The CHS uses traditional strategic management system that is mechanical and not people driven like the dynamic strategic management plan that is people driven and applicable to functional strategies.

SWOT analysis is an important tool along sides others like PEST and Porter's five force analysis for auditing the overall strategic position of an organization and its environment. While PEST looks into the political, economic, social and technological issues and Porters five force analysis looks into threat of new competitors, threat of substitutes, bargaining power of buyers, bargaining power of suppliers and the degree of rivalry between the existing competitors. The finding show that scanning of the environment by way of SWOT analysis is not frequently done; in fact there is only one mid-term review which is not sufficient for a dynamic environment. The CHS should be able to come up with ways and means of reviewing the strategic plans as often as possible; the departmental meetings do not sufficiently cover internal and external environmental changes.

Performance contracting and the appraisal system at the CHS have been used as management tools for achieving the set objectives. Adhering to the policies and attaining the functional strategies by putting the performance contracting into use and running the appraisal systems has contributed a lot to the achievement of implementation strategies. The tools have so far worked well for the institution to the extent that the core business of the CHS which is; training high calibre professionals have been put on track with the undergraduate and postgraduate curricula having been

reviewed way off before the recommended time for achieving such actions. As Alexander (1985) denotes annual objectives, policies and functional strategies work well as tools for strategy implementation.

The sensitization of stakeholders should be done as frequent as possible, this helps in giving the employees the knowledge necessary for implementing the plans. The CHS does not handle this well resulting into a situation where employees just work since refusal to do so would amount to a disciplinary action. This implies that the employees are not receptive to the strategic plans but have no option but to follow the policies of the CHS. It is important to have a calendar for sensitization and to let the stakeholders know of what to expect and how the objectives will be achieved. Such an action motivates the employees to give their best.

It is therefore important to deduce from the findings that the UoN and by extension the CHS practice the traditional strategic management planning whereby the process starts from the executives deciding on what they want and who they want to be involved. A vision –mission statement is then made and a gaps analysis done to identify gaps between the vision and mission. The environment is then scanned so that information can be used to draw the Strategic plan. The implementation is done as closely as possible and updating done once a year. The dynamic strategic plan is different and lays emphasis on the people, it is people driven unlike the traditional strategic management plans that is more mechanical. In dynamic strategic plan people are involved and the concerns are given weight when it comes to planning stage. Identification of the ways and means of achieving the vision is then set and critical issues given priority in order to be effective in achieving the vision. People are then

involved in reviewing the early planning statements and coordinating the teams that have been formed to run the critical issues. Accomplishment of the issues is marked with appreciation.

4.5.2 Comparison with other Empirical Studies

There has been tremendous developement in the field of strategic management from the 1960's to date especially in the developed world. The developing world including Kenya has been facing several challenges in this area. Basic managerial work is similar in both the developed and developing world due to environment dependance, leadership qualities, motivational factors, planning, organizing and controlling the process of management. According to Ansoff(1987) theories advanced to explain strategic behaviour often differed because they are based on observations of companies in different settings. Differences occur in managerial process where external environment are disimillar or organization factors are dissimilar.There is no one single strategic plan that is applied to two different organizations to get similar results since the environment is dynamic. Hussey (1990) in his study regarding the development of strategic management noted that environmental and organizational differences across countries may affect the way strategic management is practiced.

Woodburn (1984) carried out a study to look into the corporate planning in South African companies where he noted that foreign companies were more involved in formal strategic planning whereas most local companies practiced informal strategic plan. Aosa (1992) carried out a study to investigate the aspects of strategy formulation and implementation within large, private manufacturing companies in Kenya and

found out that formal strategic planning was practiced in Kenya's large manufacturing companies. He further established that foreign companies were more involved in strategic planning than local ones. These findings support previous findings that formal strategic plans are drawn and implemented by local Kenyan companies and in other indigenous companies in the developing world. The environmental factors may differ from organization to organization in Kenya but the research findings support the fact that indigenous companies in Kenyan are involved in formal strategic planning due to stiff competition being experienced.

Adongo (2008) carried out a study aimed at determining the challenges of strategy implementation among health focused non- governmental organizations and the measures employed to overcome the challenges. He noted that strategy implementation is a very important aspect in health focused non-governmental organizations and has an imperative influence and effectiveness. He asserted that commitments of employees and management overcome the many bottlenecks of strategy implementation as noted in this study.

Mintzberg and Quinn (1988) revealed that 90% of the well formulated strategies failed at the implementation stage whereas Charan and Colvin (1999) study suggested that 70% of 10 CEOs who fail, do so not because they have bad strategy but because of bad execution. Similarly in another study of 200 companies in the Times 1000, 80% of the Directors said that they had the right strategies but only 14% thought they were implementing them well, hence there is no doubt according to the findings that CEOs have 'Strategic Vision' but execution of the strategies is a problem as noted in the CHS case study. This research supports the fact that excellent studies have been

formulated by various companies but without much success due to poor implementation strategies.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter looks into the entire research work and summarizes the findings. It goes further to make a conclusion and recommendations as to how to improve on the planning and implementation practices at the CHS.

5.2 Summary

The research literature shows that UoN has a corporate strategic management plan that is formulated at the top and then cascaded to the lower levels of the organization. The CEO of the UoN is in charge of the entire UoN strategic management plan whereas the principal of the CHS is directly incharge of the CHS strategic plan. The study also established that the CHS strategic plan is cascaded to the departments and thematic units of the college. Several challenges as noted in the previous chapters hinder the achievement of the objectives and should be rectified as soon as posible so as to be in the correct road map to the attainment of the CHS vision.

5.2.1 Strategic Planning and Implementation Practices

The first objective of the research was to establish the planning and implementation practices at the College of Health Sciences. The study established that CHS adopts a cascaded UoN corporate strategic plan and comes up with supportive rules and policies in order to achieve its targets. The CHS strategic plan is therefore aligned to

the UoN strategic management plan since it helps in achieving the UoN vision and mission. The strategic plan is then cascaded to the schools within the CHS and the departments. The Schools and departments do come up with strategies that will help the CHS to achive its objectives. Sensitization of the strategic plans are not as frequent as may be required, the calendar for sensitization is not in place and therefore the stakeholders are not in the picture of what the strategic plan is all about and for what purposes it has been developed.

Strategy and implementation go hand in hand and as such the plans should be turned into action by implementing the activities noted on the strategic plan matrix. The CHS action points are not implemented on schedule as required and as noted on the action matrix, implying that actions are not performed on time as per the schedule. The corporate strategic plan has objectives that have been set by the top management and deemed to be good for the institution. Some of the objectives like the training of high calibre proffesionals have been met in an excellent way and the exams being conducted are relevent and upto the standards required as per the strategic action matrix. The new and reviewed under-graduate and post-graduate curriculum is in place before the set time frame and policies and practices for the enhancement of teaching and learning standards have been accomplished way before the time frame. Innovation, research and development, and consultancy environment have been created with success and in line with the CHS vision and mission statement.

The devolution of governance, leadership and management is still a dream to the CHS. Major decisions are still being made at the senate level or UMB level and not at the CMB level or school board level. The bureucracy makes it difficult to compete

effectively in a dynamic environment where the environment keeps on changing. Institutions that adapt to the changes are competetive since they have relevant strategies in place.

5.2.2 Challenges of strategy implementation at the CHS

The second objective of the research was to establish the challenges of strategy implementation at the CHS. The research established that the challenges are numerous and should be tackled as soon as possible. As the CHS works hard to achieve its vision, it must also work tirelessly hard to overcome the challenges it is facing. The challenges include lack of financial resources, communication problems leading to a disconnect between the plans and implementation, few employees being involved in planning and implementation stages, lack of monitoring and evaluation, resistance to change, continous increase in the number of students, authoritative implementation structure, irrational staffing and bureucracy as noted in the findings. The employees who are stakeholders feel left out in contributing to the institutional plans and that the plans are being imposed on them. Due to the fact that the employees are not owning the plans, the institutional image is lagging behind, the media coverage is low and the students–staff social events are rare.

5.3 Conclusion

The practice at the CHS is to operate a strategic management plan that is aligned to the UoN corporate strategic management plan since it is a constituent college of the UoN. The current CHS strategic management plan being the second since the initial

plan (2005- 2010) never went the full length but was reviewed and re-casted in the year 2008 due to the changing environment dynamics. The strategic management plan should be monitored closely for the execution of the targets. The corporate strategic management plan has made it possible to achieve most of CHS targets for the first three years, more so targets related to the core business of the CHS and the UoN at large, that is teaching and learning.

The challenges to the strategic management plans as noted in the findings can be overcome by being more receptive to issues being raised by the stakeholders and making the stakeholders feel that they own the strategic plans by simply taking in some of the most valuable contributions from them as part and parcel of the strategic plan. This does not seem to be the case and the stakeholders look at the plans as if it is being imposed on them since the cascading is done from the top to the bottom of the hierarchy.

5.4 Recommendations

Ansoff (1990) noted that a high level of turbulence, production efficiency, marketing effectiveness and product responsiveness are important determinants of success, but their relative importance needs to be reviewed regularly and adjusted by management in response to the changes in the environment. The CHS should have a policy of monitoring and evaluating the strategic plans as regularly as possible through the creation of an independent CHS monitoring and evaluation team. The team should be in a position to review the current position and recommend changes where necessary thereby keeping the strategic plan on track all the time as noted by Ansoff (1990).

The CHS has its policies that have been set to enable the college achieve its vision by actualizing the objectives. The policies are not meant to punish the employees and force them to implement the action points but are supposed to act as guidelines towards the achievement of the set targets. The employees' attitude towards the policies and the culture of poking holes on the policies drafted have to change so as to view the policies as guidelines to the achievement of the goals set and not as a cascaded plan that must be implemented as a result of directives from the management. The leadership must stay steadfast and focused during the planning and implementation stages for the strategies to succeed.

The objective of devolving the management system is worth working hard to achieve since it will make it possible to align the strategic management plans with the environment as quickly as possible within the CHS structure and not through the bureaucratic way to the UMB. The financial hiccups should be avoided by injecting more resources to IGA within the CHS thereby receiving higher revenue in terms of income.

The management practice at the CHS should change from traditional strategic planning whereby strategic plans are muted at the top management regardless of what the other stakeholders expect and then cascaded to the departments to a more dynamic strategic plan. Strategic management plans that are dynamic are people driven and involve as many employees as possible during the planning and implementation stages. Such a practice of involving employees at various stages of strategic planning and implementation results in reduced resistance to change and at the same time

makes the employees own the strategic plans thereby overcoming most of the challenges experienced.

The CHS should encompass stakeholders' views and involve the employees during the formulation and implementation stages as much as possible. The CHS should sensitize the stakeholders on the strategic management plan and let the employees and students understand the reasons as to why it is important to undertake the strategic management plans to its fullest.

A strategic management plan must be seen to put the theories advanced into positive action with results. Hill and Jones (2004) assert that having chosen a set of strategies to achieve competitive advantage and increase performance, managers should put that strategy into action. Ansoff's theory that organizations are environment dependant as noted in the research must be supported by practice. Bakunda (2002) observes that selection of a strategy does not mean the enterprise will follow the decision. He further argues that a good strategy is not a sufficient condition for success; its effective implementation is equally important.

Leadership is very important during the process of planning and implementation. The leadership style will dictate how fast or effective the strategy would be implemented. According to Aosa (1992), the CEO of an organization should be at the forefront in providing leadership to initiate, motivate, inspire and cultivate a team spirit during strategy implementation. All members of the organization need to focus their efforts in the same direction with the CEO as the leader according to Hill and Jones (2001).

Ansoff (1990) in his literature of strategic success hypothesis, argued that a firm's strategic response and its performance potential is optimized when the following three conditions are met; Firstly the firm's strategic behaviour matches the turbulence of the environment, secondly the responsiveness of the firm's capability matches the aggressiveness of its strategy and thirdly, the components of the firms capability must be supportive of one another. The strategic aggressiveness will indicate the degree of discontinuity from the past strategies to the existing markets or products and the timeliness of the introduction of new products and services. It follows that for success to be achieved strategic aggressiveness must be practiced at CHS unlike the current practice that is slow and bureaucratic.

5.5 Limitations of the Study

The study's limitations included limited time set aside for the research and the limited scope of the study. It would have been been interesting to research on the monitoring and evalution practices of the CHS along-side the planning and implentation practices at the CHS. This would bring out the entire picture of the strategic management practices at the CHS.

The respondents were limited to managerial level yet other stakeholders like students and lower cadre employees whose view can be important were left out. Accessing all managers within the limited stipulated time was an uphill task since most of them were either out of the country or busy undertaking scientific research activities.

5.6 Suggestions for further Research

The research covered the planning and implementation practices at the CHS and the challenges experienced by the employees during the planning and implementation stages. A study to shape out the best possible way of overcoming the challenges would be a blessing to the stakeholders since several challenges were identified and should be resolved. Mintzberg(1994) noted that there little evidence of strategic management implementation and effectivenss. He asserted that most strategic plans fail because they are exported without being generated from the heart of the local dynamic environment and the organization culture.

It is also worth noting that the study did not cover the monitoring and evaluation of the strategic management plans that is vital to the the stakeholders. Strategic management plan is never complete until monitoring and evaluation is done and necessary modifications undertaken to make it succesfull. A research into the monitoring and evaluation practices at the CHS is highly recommended.

REFERENCES

Adongo, W. (2008). *Challenges to Strategy implementation in Health Focused NGOs in Nairobi.* Unpublished MBA Project, University of Nairobi.

Alexander, L. D. (1985). Successfully Implementing Strategic Decisions. *Long Range Planning. Vol.18,* No. 3, pp 91-97.

Ansoff, I. & McDonell, E. (1990). *Implementing Strategic Management* (2nd Edition). New York: Prentice Hall.

Ansoff. I. (1987). The Emerging Paradigm of Strategic Behaviour. *Strategic Management Journal. Vol. 8,* No. 6, pp 501- 515

Ansoff, I. (1998). *The New Corporate Strategy*, New York: John Wiley.

Aosa, E. (1992). *An Empirical Investigation of Aspects of Strategy Formulation and Implementation Within Large Private Manufacturing Companies In Kenya.* Unpublished PhD Thesis, University of Strathchide, Glasgow: Scotland.

Aosa, E. (1997)." Contextual Influence on Strategic Planning; Porter's Industry Analysis Model in the Kenyan Settings." *Moi University Business Journal, Vol.1,* No.1, pp 4-5.

Barney, J & Hesterly (2008). *Strategic Management and Competitive Advantage: Concepts and Cases.* New Jersey: Pearson/Prentice Hall.

Birnbaum, B. (2006). *Strategy Implementation, Six Supporting Factors.* Retrieved March 19, 2010 from http://www.businessballs.com/business strategy implementation.

Chandler, A. D. (1962). *Strategy and Structure: Chapters in the History of the American Industrial Enterprises.* Cambridge: MIT Press.

Chandler, A.D. (1962). *Strategy and Structure: Chapters in the History of Industrial Enterprise.* New York: Doubleday.

Charan, R. & Colvin, G. (1999, June 21). Why CEOs Fail. *Fortune Magazine*.

Cobbold, I. & Lawrie, G. (2001). *Why Do Only One Third of UK Companies Achieve Strategic Success?* 2GC Ltd., 2009.

College of Health Sciences. (2009). *Strategic Plan* 2008-2013.

Commission of Higher Education (2010). *Public Universities in Kenya.* Retrieved (July 23, 2010) from http://www.che.or.ke/status.html

David, F.R.(1997). *Strategic Management*: (6thEdition). Upper Saddle River, New Jersey: Prentice Hall.

David, F.R.(2003). *Strategic Management*: *Concepts and Cases.* (9thEdition). Upper Saddle River, New Jersey: Prentice Hall.

Drucker, P. (1954). *The Practice of Managemen*t. New York: Harper and Row.

Drucker, P. (2006).What Executives Should Remember. *Havard Business Review.* Feb.2006.

Hill, C. & Jones G.(2001).*Strategic Management Theory*. An Integrated Approach, Boston: Houghton Mifflin Company.

Hussey, D. E. (1990). *International Review of Strategic Management*, New York. John Wiley.

Johnson, G. & Scholes, K. (1999). *Exploring Corporate Strategy: Text Cases*. (5th Edition). New Jersey: Prentice Hall.

Kaplan, R. S. & Norton, D. P. (2005). The Balanced Scorecard: Measures That Drive Performance. *Havard Business Review*. Jul/Aug 2005.

Kothari, C. R. (1990).*Research Methodology: Methods and Techniques.* New Delhi: Wishwa Prakshan.

Mintzberg, H. & Quinn, J. B. (1988). *The Strategy Process.* Harlow: Prentice Hall.

Nachmias, C.F. & Nachmias, D. (1996).*Research Methods in the Social Sciences.* Edward Arnold Inc.

Pearce, J. A., II, & Robinson, R. B., Jr. (1988). *Strategic Management: Strategy Formulation and Implementation* (3rdEdition.). Homewood, IL: Richard D. Irwin, Inc.

Pearce, J. A. & Robinson, R. B., Jr. (1997). *Strategic Management: Formulation, Implementation and Control.* New York: Irwin McGraw –Hill.

Porter, M.E (1979). How Competitive Forces Shape Strategy, *Harvard Business Review*. March-April 1979, pp 137 – 145.

Porter, M. E. (1980). *Strategies for Change: Logical Incrementalism*. Homewood II: Irwin.

Porter, M. E. (1985). *Competitive Advantage*: New York: Free Press.

Porter, M. E. (1990). *The Competitive Advantage of Nations*: New York: Free Press.

Porter, M.E (1996). What is Strategy, *Harvard Business Review*. Nov- Dec 2001, pp61 – 78.

Wheelen, T. L & Hunger, J. D. (2008). *Strategic Management and Business Policy*: *Concepts and Cases* (11th.Ed.). New Jersey: Pearson Education, Inc.

APPENDIX: INTERVIEW GUIDE

I humbly request for your time to voluntarily participate in filling of this questionnaire. The objective of this research is to establish the strategic planning and implementation practices within the College of Health Sciences and the challenges faced during the exercise.

This study is being conducted by Mr. Benard O. Ochieng of the University of Nairobi, School of Business Studies as part of the partial fulfilment of the requirements for the award of Master of Business Administration(MBA) Course.

Please note that your participation is entirely voluntary.

Title _____

Professional Qualification _____

1. Does the CHS involve the stakeholders during strategic planning and implementation process? ☐Yes ☐No.

   If yes, state the stakeholders involved.

   ☐Employees ☐Student leaders ☐Others (Specify) _____

2. Does the College of Health Sciences (CHS) scan the environment continuously and adapt to the turbulence? ☐Yes ☐No. If yes, how often does the College Strategic Management Committee meet to scan the environment? _____

3. Are the employees and students receptive of the strategic plans? _____

4. Is there a calendar for strategic management sensitization?

   _____

5. Does the College follow the planned schedule of strategic implementation to ensure conformity? _____

6. What are the challenges that you have faced or observed in regard to strategic management plans? _____

7. Are there dissatisfied stakeholders who are resisting the strategic plans and if so how do you propose they should be handled? _____

8. Is there a process of handling non-conformities to strategy implementation and if so what is the process? _____

9. Can strategic planning and implementation be modified to serve the College better? ☐Yes ☐No.

   If **Yes** how can it be modified? _____

10. Are there any other comments/observations that are vital to the planning and implementation at the College of Health Sciences? _____

11. How is the performance of the College for the last two years in terms of its core functions_____

Thank you for taking your time to fill the questionnaire.