

**STRATEGIC MANAGEMENT AT PARKLANDS PRIMARY
SCHOOL, KENYA**

BY

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DECLARATION

This research project is my original work and has not been submitted for examination to any other university.

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The research project has been submitted for examination with my approval as the University supervisor.

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DEDICATION

This project is dedicated to my husband James Thiong'o and our four children Nginga, Wanjiru, Maina and Wambui whose support and encouragement has been my core drive to a high academic qualification pursuit.

ACKNOWLEDGEMENTS

A silence presence of a visitor by the bedside of an admitted patient is great life uplifting experience and speaks volumes in get well soon wishes.

I wish to acknowledge my supervisor Dr. Vincent Machuki, who tirelessly worked day and night to see my success. My Moderator Profesor Ogutu who assisted in my moderation and enabled me meet the deadline.. My family especially my husband James who has given me all the support needed during this time., my first born Morris who has done a lot of typing of my work, not forgetting Abigael, Benjamin, and Elizabeth who were left alone doing the household work in the absence of their mother with no complains at all.

Finally the obligation of duty demands attention. Balancing act between work demands, family attention and academic would not have been possible without my colleagues support especially teachers, therapist and care-givers my gratitude go to all the C.P.U colleagues especially Brian.

ACCRONYMS AND ABBREVIATIONS

CPU	Cerebral Palsy Unit
SMC	School Management Committee
KICD	Kenya Institute of Curriculum Development
BOG	Board of Governors
MOE	Ministry of Education

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ABSTRACT

Through the use of strategic management, firms are presently reengineering the way in which they conduct their business and market their product and service. However, in spite of the crucial role played by strategic management in the success of businesses, the role of strategic management in the success of the parklands primary school, Kenya sector has not been clearly delineated. The study sought to establish the nature of strategic management in the school and to establish the challenges faced in strategic management at parklands primary school Kenya. In order to establish the objective of the study, a case study research design was adopted and data was collected from strategy personnel for the relevant cross functional departments of the parklands primary school, Kenya. The research design was a case study where primary data was collected through in-depth interviews of the respondents. The data collected was analyzed using content analysis. The study found that environmental aspects such as political and legal development, technological changes, social and cultural trends, organizational internal resources and market trades are not considered while factors that are considered are the competitors and organization internal resources. The study also found that strategic management achievement requires the involvement of both upper and lower cadre staff. The study established that employees are not involved in the formulation of the strategic plan, which affects its assessment and implementation; hence the management fails to achieve the intended objectives. The study found that most of the challenges in strategic management are as a result of putting less consideration to consultation with the staff in order to encourage decentralization of decision-making process and encouraging employees to participate in contributing ideas to enhance strategy implementation. The study established that strategic management practices in the school are in contrast with the best practices of strategic management and therefore failure to achieve the intended objectives. This contradicts the main theories used in the study such as environmental dependence theorist, resource dependence theory and the dynamic capability theory. The study recommends that further research to be carried out to establish factors causing the hindrance to the good practice and the remedy to the same issues would help take the schools to the next corporate management and achievement.

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. It is the most exciting of the management disciplines .It is about success and failure, about the ability to plan wars and win them. Effective strategic management can transform the performance of an organization, make fortunes for share holders or change the structures of the organization (Harvey 1998).Strategic management provides the route map for the firm. It leads a framework which can ensure that decisions concerning the future are taken in a systematic and purposeful way. Strategic management serves as a hedge against totally unexpected development on the business horizon .It aids the concentration of resources on vital arrears of best potential.

According to environmental dependence theory, (Ansoff & Sullivan 1993) came up with a strategic success formula. They advocated that great firm performance is assured when the responsiveness of its strategy matches the turbulence in the environment but also its capabilities should match aggressiveness of its strategy. Industrial organization economies theory shifted the strategic management from the firm to the market structure. According to this theory, strategic decision making is at the heart of the organization – environment in business policy literature. This co-alignment delineates the activities through which organizational leaders establish the social or economic mission of the

organization, define its domain (s) of action, and determine how it will navigate or compete within its chosen domain(s) (Machuki, 2011) as cited in (Hatten et al; 1978; Mitzberg, 1972).

(Ansoff 1998) states that a firms performance is potentially poertized when the aggressiveness of the firms capability matches the aggressiveness of its environment ;responsive of the firms capacity are supportive of one another.(Govaussoff 1990)states that since the environment is a dynamic, It is important for the organizational capabilities to match strategy and strategy to match environment in order to compete effectively. (Ansoff 1998) brought out the need to evaluate the turbulent environment and to match the strategies to the level of turbulence in the environment. The dynamism in the environment destabilizes most organization that do not have formal strategic plans. These organization employ emergent strategies on a daily basis to solve the current issues. From the above descriptions, it is clear that unless an organization aligns its capability to strategy, it may not achieve competitive edge over other competitors since the environment is turbulent and changes constantly.

Parklands primary schools like any other organization operate in both internal and external environment with political, economic, socio-cultural, technological, legal and demographic factors which often times are turbulence. Due to the turbulence in the environment and the fact that change is a constant in organizational life, fundamental principles in a school must adjust to exploit the opportunities and avoid threats in the environment hence the achievements of the objectives and the goals set.

1.1.1 Concepts of Strategic Management

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. It is the set of decisions and actions that results in the formulation and implementation of plans designed to achieve a company's objectives (Pearce II and Robinson, 2011).

Strategy formulation guides executives in defining the business their firm is in, the end it seeks, and the means it will use to accomplish those ends. This is done by producing a clean set of recommendations, with supporting justification, that revise as necessary the mission and objectives of the organization, and supplying the strategies in ways to make the organization more successful. Strategies must be implemented to achieve the intended results. Implementation involves developing an implementation plan and then doing whatever it takes to make the new strategy operational and effective in achieving the organizations objectives. According to (Pearce II and Robinson 2010) implementation is "where the action is" it is the strategic phase in which staying close to the customer, achieving competitive advantage and pursuing excellence become realities.

According to Brinbaum (2006), proper monitoring is portrayed by good leadership.

Leadership is essentially about striking the right balance between the needs of the people, tasks and goals in a given situation. According to Aosa (1996) the leadership style will dictate how fast or effective the strategy would be implemented. For this to happen there must be proper evaluation control. This is the process of evaluating the organization

performance in relation to the objective set, taking corrective action to keep the organization on track. The control process includes establishing performance measures, measuring performance, comparing performance with the standards and identifying cause of variance and taking corrective action.

According to Aosa(1992) strategies are not valuable if they are developed and are not implemented. According to Pearce II and Robinson(2010) strategic management can be practiced in organization. They focused on translating the strategic though into organization action. Organizations need to move from planning their work ‘to’ working their plan (Pearce and Robinson, 2010).

For an organization to succeed, managers need to do these fine things well: identify short term objectives, initiate specific functional tactics, outsource non essential functions, and communicate policies that empower people in the organization and design effective rewards.

1.1.2 Public Primary Education in Kenya

Public primary school education has been defined as the process through which knowledge, skills, attitudes and values are imported or the purpose of integrating the value and norms of a society. According to the Basic Education Act,2013 No.14(2013), Public primary Education in Kenya is under “basic education” which means the educational programmers offered and imparted to a person in an institution of basic education public primary school in Kenya is acquired in public schools which are

established, owned or operated by the government and include sponsored schools. in Kenya, this education is sustained, designed and managed through a coherent system put in place by the government. In order to achieve the goals of education and to align strategies in order to achieve the objectives set.

The curriculum that is used in Kenyan primary school is developed in an institute of curriculum development whose mandate includes developing curriculum and teaching materials. (Basic education Act, 2013). All government public primary schools in Kenya have introduced the curriculum framework from kindergarten to 14years.The frame work describes the major learning outcomes of schooling in terms of what pupils should know, value and be able to do .The principles about teaching and learning described in the curriculum framework are based on shared belief about the learning environment, All schools should provide and contemporary research about how learning can be supported. This need to cater for the evaluation set at the end of every year in order to measure the performance of the teachers.

1.1.3 Parklands Primary School

Parklands primary school is a public school in Kenya that is located at Nairobi County. It is one of the body corporate constituted in accordance with the education act of the law of Kenya it is situated in an environment of the “Hindu” community and it is said to have been a Hindu home. When she was relocating to India, she surrendered the home plus a big compound to a group of people and instructed them to start a secondary school. They

then started a primary school and handed it over to the city council of Nairobi for proper management where it became a city council public school.

Parklands like any other government primary schools in Kenya has introduced the curriculum framework from kindergarten to 14 years .the framework describes the major learning outcomes. The school has got some core business that it performs. It has put many strategies in place that focus on supporting pupils who may be at risk of not achieving their individual potential. It has also established processes to identify pupils and develop education programs, implement and monitor them in response to each pupils needs. The school offers chances in order to assist pupils with behavior maladjustment. The school offers chances in co-curricular activities to explore the pupils talents across a wide range of specialized programs. These are done through various games, drama clubs, music clubs, debating clubs among others. The school promotes curriculum access, participation and achievement for pupils with cerebral palsy condition through inclusive practices. The learning need of pupils with disability is offered through modifying education programs and provision of special equipment. The early childhood strategy relies on the implementation of a school developed curriculum in literacy from kindergarten to year three. It provides pupils with learning opportunities from a strong foundation for the future learning by ensuring that teachers have a framework that is developmentally appropriate and built on from year to year.

Nairobi County has managed to play a leading role in the inclusive education .This has been challenged of late with the emergence of other special units within the same county.

Inadequacy of resources such as funds, equipment and facilities, human resource, ignorant attitudes towards change, lack of enough and trained human resources especially in the special unit. The changing environment has made the school benchmark itself and innovate a strategy of competing effectively with other competitors in the education sector while remaining ethical and relevant to the needs of the stakeholders.

1.2 Research Problem

The core of strategic management ensures that an organization gains competitive advantage at the market place by focusing on customer needs, continuously improving product and service quality and measuring improvements. Empirical evidence suggests that improving the service quality is critical to achieving a strategic advantage, realizing that a good service is necessary, but not sufficient to compete in today's competitive market place (Barnes, 1993). Strategic Management Practices have gained importance in recent years (Cole 2003). Cole further argues that during the past years, organizations focused on long-term planning. Long-term planning assumed that external and internal environment will remain stable for a long period which in most cases is different. Today it is clear to the managers that environment can cause change at any point of time and their plans should follow a strategy that put into consideration that the environmental changes may influence the strategic management practices of an organization.

Education in parklands school for many years faced little competition from other school in Nairobi County. However, the comfort came to an end once it realized that many other schools had started competition to it. The management of the school had to quickly come

up with strategic plans for its survival. It formulates the corporate plans which was adopted by the school management committee and came up with strategies that will enable the departments to achieve the objectives set. 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 organization. Researchers Omondi (2010); Machuki(2011); Aosa (1992); Ndinda, (2012) have researched out strategic management in many organizations. They found out that for a strategy to achieve its intended result, it must be implemented.

However to the level of my awareness no study has been done to determine the nature of strategic management in Parklands Primary School, Kenya. Since the studies were done in different contextual settings and parklands primary school, Kenya has its unique ownership structure a gap exists that warrant study. What is the nature of strategic management in Parklands Primary School, Kenya?

1.3 Research Objective

The objectives of the study were to:

- i) Determine the nature of strategic management at Parklands primary school, Kenya.
- ii) Establish the challenges faced in strategic management at Parklands primary school, Kenya.

1.4 Value of the Study

The study will contribute to the body of knowledge. Create knowledge that the strategic plans are not another book destined for the selves of the schools old book storage but rather be used as a reference point in all day to day operations of the said school. And it should be used as a constitution is to a country. The outcome of the study can also be utilized to strengthen the strategic plan by improving on the negative aspect thus bridging the existing gaps.

The policy makers in the ministry of education should ensure that training is carried out among the school heads and the schools board of managers in order to ensure they get the correct skills of strategic management in schools. This would help to ensure collective responsibility in formulation, implementation and achievement of strategic management in schools.

The study found that failure to formulate an inclusive strategic plan where every member of staff is involved leads to the failure of its implementation and achievement, Therefore managers should ensure that all the employees are involved since they are the implementers of the plan on the ground. Best practices of management can be used by managers to describe relationships between variables and used in proposing what to be done to achieve organizations objective. The outcomes of the study can also be utilized to strengthen the strategic plan by improving on the negative aspect thus bridging the existing gaps.

The school need to introduce more avenues where they can meet with teachers and other staff of the school to interact with them in order to develop a strategic plan that is achievable and agreed upon by the staff. All the departmental heads need to be involved in strategic planning since they are the ones who assist in the implementation of the plans.

The study recommends that the lower cadre should be involved in strategy formulation so that they can own the strategies set. The management should consider the ways that are key to the success of the organization like putting in in place a suitable organization structure to support implementation also decentralization of decision making process should be practiced.

The recommendation of the study forms part of action plan that will help enhancing good service to institutions because the management will make informed decisions on issues of formulation and implementation of strategies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature in concepts to the research being undertaken. It reveals the literature of strategic management practices. It gives insight into strategic management, theories underpinning the study, strategy formulation, strategy implementation, management evaluation and control.

2.2 Theories Underpinning the Study

Theories are analytical tools for understanding, explaining and making prediction about a given subject matter (Cone, 2011). Various strategic theories explain the environment where organizations operate and means by which the strategies can be aligned to fit in ensuring they remain competitive ventures after meeting their set objectives.

Environmental dependence theorist Ansoff and Sullivan (1993) came up with a strategic success formula. They advocate that great firm performance is assured when the responsiveness of its strategy matches the turbulence in the environment but also its capabilities should match aggressiveness of its strategy. All organizations are environment dependent environment interface, there is need for appropriate strategy choice. As observed by (Machuki, 2011), strategy links organizations with the external environment so much so that it enables managers to manage changes in the environment hence enhancing organizational survival and growth system theory originated in the natural sciences in efforts to understand sets of objects, the relationships between those

objects and their environment. System refers to a set of cyclic processes that are only temporarily manifested in stable structures that move between order and chaos.

The ability of an organization to develop and grow is dependent on its ability to respond to changes in the environment (Corlett, 2011). Open system theory is concerned with dependency that exists between an organization and its environment. Since the environment is always in a state of flux, there will always be give and take between organizations and its environment. System theorists claim that it is more expedient to study what actually happens in an organization that to start out with formal goals.

Resource dependence theory maintains that organizations are resource in sufficient they strive to acquire and sustain resources from their external environment. Resources are controlled by external actors who exert demand on the organization. These actors perceive certain advantages in their relationship with the organization and exercise power through control over resources. The heavier the dependence on external resources, the more the demands of a particular actor controlling these resources are influential. The challenge is for the organization to proactively and effectively manage incompatible and competing demands. The management of the organization should employ a variety of measures to try to influence demand and flow of critical resources and consequently to reduce the uncertainty in its external environment (Oluoch ,2013).

The dynamic capability theory perspective extends the resource based view argument by addressing how valuable rare, difficult to imitate, imperfectly substitutable resources can

be created and how stocks of the valuable resources can be refreshed in changing focuses on the capacity of the organization facing a rapidly changing environment and has to create new resources, to renew or alter its resources mix and acknowledge that top management team and its beliefs about organization evolution may play an important role in developing dynamic capabilities. Industrial organization economics theory shifted the strategic management from the firm to the market structure. The researcher describes, explains and attempts to predict the nature of a firm in terms of its existence, behavior structure and its relationship to the market. According this theory, strategic decision making is at the heart of the organization–environment co-alignment process as emphasized in business policy literature. This co-alignment delineates the activities through which organizational leaders establish the social or economic mission of the organization, define its domains (s) of action, and determine how it will navigate or compete within its chosen domain (s) (Machuki, 2011) as cited in (Hatten et al: 1978, Mitzberg, 1972).

2.3 Strategic Management Process

Strategic management is a systematic process of envisioning a desired future and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them (Kaplan & Norton, 2005). According to (Wheeler, 2008), strategic management entails environment scanning, strategy implementation and evaluation. It is therefore the process that integrates strategic planning and management into a single process which includes internal assessment, environmental analysis, strategy formulation, strategy implementation and control of the strategy.

Pierce and Robinson (1997) view strategy formulation as a process of doing a situation analysis of both internal and external environment, settling the vision mission and objectives of the organization and suggesting a plan that is used to achieve the objectives that are set. Porter (1979) indicated that strategic planning is quickened by the competitive forces which are; threat of new entrants, threat of substitutes, bargaining power of buyers and suppliers and rivalry in the industry.

2.3.1 Strategy Formulation

Every Organization has a destiny, a deep sense of purpose that expresses the organization's reason for existence. The strategic management of an organization entails three ongoing processes namely; analysis, decisions and actions. It is concerned with the analysis of strategic goals along with the analysis of the internal and external environment of the organization. According to Pierce J.A & Robinson R.B (2007), vision statement clarifies the direction that an organization needs to move. It addresses the question where do you want to be? Mission is a statement of the fundamental unique purpose that sets an organization apart from other organization of its type and identifies the scope of its operations.

2.3.2 Strategy Implementation

Strategy implementation is the process by which objectives, strategies and policies are put into action through the development of program, budgets and procedures. According to Wheelan and Hunger (2008), strategy implementation refers to the sum total of the activities and choices required for execution of strategic plan. Aosa (1992) observed that

strategy implementation is likely to be successful when congruence is achieved between several elements particularly organization structure, its culture, leadership and policies. He states that strategies are not valuable if they are developed and not implemented.

Organization which are effective at strategy implementation successfully manage six strategy supporting factors action planning, organization structure, human resource, annual business plan, monitoring, control and linkage (Birnbaum, 2006). The leadership style will dictate how fast or effective the strategy would be implemented (Aosa, 1992). Bukunda (2002) observed that selection of the strategy does not mean the enterprise will follow the decisions: He further urges that effective implementation of a good strategy is important.

2.3.3 Monitoring Evaluation and Control

Proper management is portrayed by good leadership. Leadership is a process of influencing people so that they will strive willingly towards the achievement of goals. People are not only led willing to work, but to work with zeal and confidence. To lead is to guide, conduct, direct, and proceed. Leadership is essentially about striking the right balance between the needs of the people, tasks and goals in a given situations. (Brinbaum 2006).

Aosa (1996) states that the leadership style will dictate how fast or effective the strategy would be implemented. For this to happen there must be proper control. This is the process of evaluating the organization performance in relation to the objective set, taking

corrective action to keep the organization on track. The control process includes: establishing performance measures, measuring performance, comparing performance with standards and identify cause of variance and taking corrective action. This is done through budgeting and quality control.

2.4 Challenges of Strategy Development and Implementation

Strategy implementation can pose a number of challenges. These challenges arise from sources that are internal and external to the organizations. According to (Pierce and Robinson, 2007) the challenges depends on type of strategy, type of organization and prevailing circumstances. Porter (1979) asserts that firms with a competitive edge over others in the industry stands to benefit and stay afloat with good strategic plan. The environment under which organization 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 strategic leader, the culture of the organization ,the understanding of managers on organization, how the corporate strategy is owned and the effectiveness of the information, monitoring and control systems.

A firm can succeed in being an industry leader. Only if it appreciates the current and future changes in the environment (Porter, 1979). When practicing the change management, the lower level cadre should be involved. The strategic plan should be owned by stake holders in order for them to be successful. Failures to involve all the stake holders in the industry always lead to doom. (Porter 1979). The pupils who are

directly or indirectly affected should be involved in order to make the strategic plan successful. Organization should take the primary stake holders seriously and involve them during planning, implementation and monitoring period.

Burns (2000) indicates some of the challenges that affect implementation of strategies as initial organization politics and resistance to change, organization culture that is incompatible with the strategy, inappropriate leadership, inadequate human resource, physical and technological faces and lack of ownership of the strategy .All these can be avoided by proper planning and having proper control system.

Kibang'a (2013) stated that the job of implementing strategy is primarily an action-driven administrative task that cuts across many internal matters. The principal administrative aspects associated with putting the strategy into place include building an organization capable of carrying out the strategy successfully, developing budgets that steer resources into the internal activities critical to strategic success, motivating workers in ways that include them to pursue the target objectives energetically so as to execute the strategy successfully, creating a work environment conducive to successful strategy implementation, installing strategy- supportive policies and procedures and developing an information and reporting system to track process and monitor performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methods and procedures that were used by the researcher to achieve the objectives. It detailed the research design, the data collection and the data analysis.

3.2 Research Design

The research design was a case study which was used to address the research question on strategic management practice at Parklands primary school. Kothai (1990) described a case study as a careful and complete examination of a social unit institution, family, cultural group, or entire family/community. The researcher considered this design as appropriate because of the purpose of the study, topical scope, researcher involvement, Time period over which the data will be collected, nature of the data that will be collected and the type of analysis that will be performed (Cooper & Schindler, 2003).

The researcher used a case study design in order to have an in depth understanding of the strategic planning and implementation at Parklands primary school. The design is good because it provide very detailed information about the subject which would not be possible to acquire through another type of experiment. This design was used by Omondi (2010); Oluoch (2013); Ndinda (2012) among others and enabled them test hypothesis and draw plausible conclusion.

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 which was used as a guide to the key questions for discussion while the secondary data was collected through studying of Parklands primary schools academic calendars, its strategic planning files and its policy papers.

Personal interview was conducted by the researcher to collect data. Open end questions were asked to gather more information and to give liberty to the interviewees while answering the questions. The question covered the stage activities and implementation of the strategic management plan at Parklands primary school. Respondents included the school head teacher. The chairman of the school management committee, three departmental heads and two members of the staff preferably the class teachers.

3.4 Data Analysis

The data collected was analyzed using content analysis. This is a technique for making inferences by systematically and objectively identifying specified characteristics of messages and using the same approach to relate to trends (Nachmias and Nachmias 1996). Content analysis is a form of qualitative analysis of data that is no empirical in nature and it is where researchers obtains detailed information about a phenomenon being studied and try to establish trends and relationships from information gathered (Cooper & Schindler, 2011).

A content analysis was performed on the data to allow for in-depth understanding of issues planning and implementation practices within parklands primary school and to establish the challenges of strategy implementation in the school. The analysis was done by comparing data that was collected with theoretical approaches and documentations cited in the literature review. In all cases, the researcher treated evidence fairly to produce analytical conclusion in answering the research question.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

The study focus was to determine the nature of strategic management at Parklands Primary School, Kenya and to establish the challenges faced in strategic management at Parklands Primary school Kenya. This chapter entails the analysis presentation of the collected data and the results of the study. It should be noted that the data is unbiased and true as per the responses as in the interview guide and nothing was altered.

4.2 The nature of strategic management at Parklands Primary School, Kenya

The data collected were compiled from the interview carried out from teachers, deputy Head Teachers and the school chairman. From the personal interview conducted by the researcher and from the information in the school strategic files, it was evident that the strategic plan was properly formulated .and documented .From the interview guide, it was clear that the lower cadre staffs are never involved in the formulation of strategic plan but the team players are the staff from the upper cadre. Majority of the respondents indicated that the school has a mission and a vision which most of them were not able to cite. They also indicated that there are goals set by all the staff members These goals are said to ensure more pupils join the upper level of learning. This was to ensure that the school produces more pupils for secondary admission at every end of the year. The respondents stated that they also carry out the assessment and evaluation at the end of every term as a way of measuring the performance of the teachers and the management.

The study established that majority of the employee stated that the school has strategic plan, but a significant number stated that there is no strategic plan in place. It was very clear from the respondent's report that the formulation of the strategic plan was done by the upper cadre of the organization where the lower cadre employees were not involved in the formulation of the strategic plan.

In formulating the strategic plans, the respondent indicated that environmental factors that are considered are competitors and the school internal resources but political and legal development, technological changes, social and cultural trends, organizational internal resources and market trades are not considered. The data showed that the majority of the respondents stated that they don't assess the school resources whether physical, financial or human resources. As per the collected data on ability to identify the reasons for success or failure of organization, it indicated that majority of the respondents showed that most of the employees are hard-working and resources availability provides environment for success. The evaluation of performance by the pupils was also an area looked at, where the teachers looked at the termly analysis of exams. Other participants stated that the corporation, management and resources help the school succeed or fail. In the ways of management practiced in Parklands Primary School, Kenya, the data shows that ways which are key to success of any organization are less considered such as assigning of strategy implementation, putting in place a suitable organization structure to support implementation, the review of rewards structure, decentralization of decision

making process and encouraging employees to participate in contributing ideas to enhance strategy implementation are all less considered.

In the aligning of firm's strategy to the environmental development, majority of the respondents agreed that aligning the firm's strategy with environmental helps the firm succeed. They indicated that when the culture of the organization is aligned with the environmental development the firm succeeds due to close ties with the environment in which it is located. The participants also indicated that when the stakeholders are supporting each other, the growth of the firm is experienced. According to the data collected, this has not been practiced in Parklands Primary School, Kenya which has been a great hindrance to the success of this school.

4.3 Challenges Faced in Strategic Management

The research found that the school has not applied a consultative strategies of management since the school less considers factors that contribute to the success or failure of strategic management in an institution like; assignment of responsibility of various task of strategy implementation, putting in place a suitable organization structure to support implementation, the review of reward structure, decentralization of decision-making process and encouraging employees to participate in contributing ideas to enhance strategy implementation .This has hindered the success of the school.

The study established that strategic planning in the school was done by the upper cadre while the lower cadre was left out. This poses a major challenge in the implementation of

the plan since the people implementing the strategic plan were not involved in the process of formulation and therefore achievement of the plan failures to meet its objectives.

The study findings shows that aligning the school strategic management ways with environmental development helps the firm succeed which was supported by the majority of the participants while a minority indicates that no link between the firm's growth and environmental development. The respondent indicated that when the culture of the organization is aligned with the environmental development, the school succeeds due to close ties with the environment in which it's located. They also indicated that when the stakeholders are supporting each other there is growth in the school

The majority of the respondents stated that they don't assess the school resources, whether physical, financial or human resources. This means that the respondents are not keen to the growth of the school without giving feedback on the availability of the resources. Assessment is an evaluation tool to find out whether there is any progress that is being made towards the implementation and achievement of the strategic plan.

Although the school records shows a proper planned budget for every department ,it was clear from the respondent's report that majority of them were not involved in drawing of those budget hence experiencing problem in the allocation of funds to different sectors.

4.4 Discussion of the Findings

The study established that employees are not involved in the formulation of the strategic plan which affect ownership of the strategy by the employees, the study also found that

there was inadequate resources for the implementation of the strategic plan, this concurs with the study by Burns (2000) who stated that some of the challenges that affect implementation of strategies as initial organization politics and resistance to change, organization culture that is incompatible with the strategy, inappropriate leadership, inadequate human resource, physical and technological faces and lack of ownership of the strategy. All these can be avoided by proper planning and having proper control system.

The study established that the management of the school puts less consideration to the following environmental aspects when formulating the school strategic plan; Political and legal development, Competitors, Technological changes, Social and cultural trends, Organization internal resources and Market trends, this was in contrast with the Environmental dependence theorist Ansoff and Sullivan(1993) who came up with a strategic success formula. They advocated that great firm performance is assured when the responsiveness of its strategy matches the turbulence in the environment but also its capabilities should match aggressiveness of its strategy. All organizations are environment dependent environment interface; there is need for appropriate strategy choice.

The study established that the institution does not put serious consideration to most of the environmental changes in strategic planning which affects the institutions success; this was not in-line with the findings of Wheeler (2008) who stated that strategic management entails environment scanning, strategy implementation and evaluation. It is therefore the

process that integrates strategic planning and management into a single process which includes internal assessment, environmental analysis, strategy formulation, strategy implementation and control of the strategy. The findings on less consideration given to environmental aspects in strategic formulation was also in contrast with the study by Machuki (2011) who argued that strategy links organizations with the external environment so much so that it enables managers to manage changes in the environment hence enhancing organizational survival and growth.

The study established that staffs were not involved in the formulation of the strategic plan which affected their morale in evaluating and assessing progress of achievement in the school which means that no feedback is obtained for control; this shows poor leadership among the management. This was in contrast with the study by Aosa (1996) who stated that the leadership style dictates how fast or effective the strategy would be implemented. For this to happen there must be proper control. This is the process of evaluating the organization performance in relation to the objective set, taking corrective action to keep the organization on track.

4.4.1 Comparison with other studies

The findings that the formulation of the strategies was a preserve of the top management is in agreement with those of Lekasi (2010), Hezron (2010) and Kamaku, (2010) who found that the strategy formulation in their respective studies was a preserve of the top management. However differ with those of Amakoye (2010) who in his study found that the all staff were involved in the planning process of the strategy formulation.

The study findings that the school culture was conducive for the learning as it was moving towards a better performance are in agreement with Aosa (1992) and Kamaku (2010). Where he that the importance of matching organizational culture with strategy. The findings of Amakoye (2010) indicated high staff turnover implying lack of attachment to the organization which is an impediment to strategy implementation and portraying a poor public image of the organization.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter entails the summary of the study, conclusion and recommendations based on the objective of the study. The study focus was to determine the nature of strategic management at Parklands primary school, and to establish the challenges faced in strategic management at Parklands primary school. In addition, this chapter provides a direction for further studies.

5.2 Summary of Findings

The study was done among the teachers who were the majority, two deputy head teachers, and the minorities was the school chairman. The data collection was done through interview guide which was a face-to-face interaction with the respondents. . This gave the researcher the opportunity to interact with the respondents which provided the platform to ask more questions to meet the study objectives. The researcher found that the strategic management process of the school has been formalized.

The study found that majority of the lower cadre staffs were not involved in strategic planning in the institutions that is the formulation of the strategic plan was done by the upper cadre of the organization where the lower cadre employees were not involved in the formulation of the strategic plan. The study found that since the lower cadre staffs are involved in implementation then they should be participating in formulation of the strategic plan. The strategic plan should be owned by stake holders in order for them to

be successful. Failure to involve all the stake holders in the industry always leads to doom. Organization should take the primary stake holders seriously and involve them during planning, implementation and monitoring period.

The study found that the institution has a strategic plan which was indicated by the majority of the participants which defines the institution growth direction. The environment under which organization 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 strategic leader, the culture of the organization ,the understanding of managers on organization, how the corporate strategy is owned and the effectiveness of the information, monitoring and control systems. The study found that environmental scanning was key to success of strategic plan in the firms. The study found that aligning organizations strategic plan with environmental development would spur growth in the institution.

5.3 Conclusion

Strategic Direction is an essential management information resource for today's strategic thinkers. Strategy links the destination (vision) with current reality. Developing a vision for the institution is a move in the right direction but the staff should be encouraged to know the vision and mission of the school.

The role of a corporate leader is to have a vision, articulate that vision, and then give the people the resources and direction to fulfill that vision. This means that managers should

mobilize all the staff and encourage new ideas for successful formulation, implementation and achievement of strategic plan in the school. The study established that staffs were not involved in the formulation of the strategic plan which affected their morale in evaluating and assessing progress of achievement in the school which means that no feedback is obtained for control.

The organization exists in the context of a complex commercial, economic, political, technological, cultural, and social world. This environment changes and is more complex for some organizations than for others. Since strategy is concerned with the position a business takes in relation to its environment, an understanding of the environment's effects on a business is of central importance to strategic analysis. The lack of environment scanning can lead to failure of strategic management in the school. The study established that the school does not put serious consideration to most of the environmental changes in strategic planning which affects the school implementation of the strategic plan.

Due to the fact that these challenges are not limited to Parklands Primary School, Kenya alone, the study recommends that the management of other public primary schools can adopt the findings of the study and beachmark their strategies with those of Parklands Primary School, Kenya.

5.4 Recommendation for Policy and Practice

The school management need to introduce more avenues where they can meet with teachers and other staff of the school to interact with them in order to develop a strategic plan that is achievable and agreed upon by the staff. All the departmental heads need to be involved in strategic planning since they are the ones who assist in the implementation of the plans.

The lower cadre should be involved in strategy formulation so that they can own the strategies set. The management should consider the ways that are key to the success of the organization like putting in place a suitable organization structure to support implementation also decentralization of decision making process should be practiced.

The firms' strategy need to be aligned with the environment to help the firm succeed.

The policy makers in the ministry of education should ensure that training is carried out among the school heads and the schools board of managers in order to ensure they get the correct skills of strategic management in schools. This would help to ensure collective responsibility in formulation, implementation and achievement of strategic management in schools.

The school management introduces more avenues where they can meet with teachers and other staff of the school to interact with them in order to develop a strategic plan that is achievable and agreed upon by the staff. All the departmental heads need to be involved

in strategic planning since they are the ones who assist in the implementation of the plans.

Study recommends that evaluation and monitoring of the strategic plan achievement should be a collective responsibility of all the members of the institutions in order to get the correct feedback from the lower cadre staff.

5.5 Limitation of the Study

The first limitation is that fact that the study was thought to be sensitive by the respondents and some were not ready to provide the information. However after some follow-ups and reassurance by the researcher, the respondents were willing to provide the information.

The fact that the researcher needed to sit and get the information to sit and get the information one on one with the respondents was a daunting task due to the fact that most of the respondents were senior management officers and were busy. They were therefore not too detailed in their explanations of the answers. The researcher however, made follow-ups through telephone for clarification and expounding of some responses.

5.6 Suggestions of Further Research

Strategic management plans are readily in many organizations but the practice and discipline to implement the same lacks. They lie in the shelves just as good documents, waiting to be implemented. This issue affects mainly the small medium enterprise who

spend a fortune to have the strategic plan developed by professionals but fail in the implementation process. A study to establish factors causing the hindrance to the good practice and the remedy to the same issues would help take the school to the next corporate level. A study to establish the effect of management skills on the effective strategic management among the Head teachers can be carried out.

Further study can also be carried out to establish how strategic formulation and implementation is done where employees are not involved in the formulation process. Further study can be done to evaluate the level of strategic plan achievement among the schools where employees are not involved in the strategic management of the school.

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APPENDICES

APPENDIX I: LETTER OF AUTHORISATION

Virginia Elijah

P.O. Box 13328-00200

Nairobi.

30-08-2014

Dear sir/Madam,

I humbly request for your time to voluntarily participate in filling this questionnaire. The objective of this research is to establish the strategic management within Parklands primary school and the challenges faced during this exercise.

This study is being conducted by Mrs. Virginia Wanjiku Elijah of the University of Nairobi, School of Business Studies as partial fulfillments for the award of Master of Business Administration (MBA) course.

Attached is an introduction letter from the University of Nairobi for ease of reference.

Thank you.

Yours sincerely,

Virginia Elijah.

APPENDIX II: INTERVIEW GUIDE

SECTION A: RESPONDENT PROFILE

- 1. Position Held-----
- 2. Number of years of service in Parklands school, Kenya-----
- 3. What is your role in the organizations strategic planning process?-----

SECTION B: STRATEGIC DIRECTION.

- 1. Does your school have a vision? If so what is its vision-----
- 2. Does the school have a mission statement? If so, what are its values-----
- 3. Do you have goals set for your organization?-----
 - a. If yes what are these goals and what level are they set?(please indicate whether at upper or lower cadre)-----
 - b. Who participates in setting goals in your organization?-----

- 4. Are the vision, mission statement and goals put in writing once they are developed or not? -----

SECTION C: ASPECTS OF STRATEGIC MANAGEMENT PROCESS.

- 1. Does your organization have a strategic plan? If so, are these plans written or not once they have been developed?
- 2. Are these plans reviewed or redefined? If so, after how long?-----
- 3. Does your organization have a planning department? If so who are involved in planning process?-----

4. Do you make assessments of all resources of your organization (i.e. physical, financial, and human resources) If so, please explain briefly-----

5 . Do you identify other organizations that try to compete with yours and either succeed or fail?

6. Do you try to identify the reasons underlying the success or failure of such companies? Give a brief explanation-----

7. Are the resources adequate for strategy implementation? Are these factors that hinder national resources allocation? If so, which are they?-----

8. How does your school assess the performance of the pupils?-----

9. Do you think aligning your firms strategic behavior with environmental developments has had any impact in the firms performance? Explain-----

10. Please give any other general comments as relates to your firm and the environment in which it operates.

END.

Thank you for your time and co-operation.

God bless you.