STRATEGIC STAKEHOLDER MANAGEMENT AND RESOURCE MOBILISATION IN THE UNIVERSITY OF NAIROBI

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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

NOVEMBER 2015

DECLARATION

I declare that this is my original work and has not been presented in any other University or

College for Examination or Academic purposes.

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This project has been submitted for examination with my approval as the university

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DEDICATION

I dedicate this research project to my family, my class mates and friend's whose words and patience have been my source of encouragement and inspiration. May Almighty God bless them all.

ACKNOWLEDGEMENT

First I dedicate my vote of thanks to the almighty God for the sufficient grace during the period I was developing this research work. I wish to thank my supervisors for the guidance and leadership through the writing of this research project. Finally I would like to thank my classmates and friends for encouragement.

TABLE OF CONTENTS

ABSTRACT

To study aimed at establishing the relationship between strategic stakeholders' management and resource mobilization the University of Nairobi. Strategic stakeholder management is an instrument approach towards stakeholder theory which maximizes shareholder value over an uncertain time frame. Institutions managers ought to pay attention to key stakeholder relationships. Institutions have a stake in the behavior of their stakeholders. Prudent management of institutions' operating environments must include relationships with their stakeholders as part of an environment that must be managed in order to assure revenues, profits and ultimately returns to shareholders. The study was carried out through a case study design. Case study research design provides very focused and valuable insights to phenomena that may otherwise be vaguely known or understood. The study made use of both primary and secondary data. The target population for this study were senior university stakeholders and departmental heads. The researcher used purposive sampling to select 10 informants drawn from the top level management because they are mainly the ones who deal with strategy implementation. The informants were the vice-chancellor, three deputy vice-chancellors (for Administration and Finance, for Academic Affairs, and for Student Affairs) and an Academic Registrar, as well as the principals of constituent colleges, deans of faculties and directors of centres. Both the primary and secondary data was qualitative in nature. Given this fact, content analysis was used to analyze the data. The study established core milestones realized by the stakeholders mobilized towards resource mobilization strategic plan. This was attained through financial support from strong market shares, happy external stakeholders, among so many other inputs. The study found that senior managers and departmental heads were involved in strategic management process. The study also found out that factors leading to strategic stakeholders management practices include clear aims and planning, a conducive climate, giving implementation priority, having abundant resources, an appropriate structure and implementing flexibly, organizational structure, control mechanisms, strategic consensus, leadership and positive attitude towards strategy implementation success. The study also concludes that the management has taken initiatives in creating and sustaining a climate within the University of Nairobi that motivates stakeholders in their implementation that includes; encouraging teamwork, maintaining a powerful culture that results in stakeholders aligning their individual goals and behaviors with those of the firm

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In order to remain competitive in the long term, institutions are compelled to undertake complex changes with increasing speed, efficiency and success (Lilie, 2002). Strategic management though often used as a generic term to describe the process by which managers identify and implement their organizations strategy, it was originally applied only to quantitative, mathematical approaches to strategy. The strategic management process aims at successfully implementing strategy. Successful implementation of strategy involves putting the strategy in place and getting individual and organization submits to go about executing their part of strategic plan (Thompson; Strickland and Gambler, 2008).

Strategic stakeholder management is an instrument approach towards stakeholder theory which maximizes shareholder value over an uncertain time frame. Institutions managers ought to pay attention to key stakeholder relationships. Institutions have a stake in the behavior of their stakeholders. Prudent management of institutions' operating environments must include relationships with their stakeholders as part of an environment that must be managed in order to assure revenues, profits and ultimately returns to shareholders. Attention to the stakeholders concerns may help institutions avoid decisions that might prompt stakeholders to undercut or thwart its objectives. This possibility arises because it is the stakeholders who control resources that can facilitate or enhance the implementation of corporate decisions (Pfeifer & Sancik, 2009); in short, stakeholder management is a means to an end.

The end, or the ultimate result, may have nothing to do with the welfare of stakeholders in general. Instead, the firm's goal is the advancement of the interests of only one stakeholders group-its shareholders. University of Nairobi constitute of a key governance bodies include the University Council, the University Senate and the University Management Board. The latter are responsible for the coordination of university and college development plans; the efficient management of university resources, both human and material; and making proposals to the Council and the Senate on policies that have a university-wide application. The university's vision is to be "A world-class university committed to scholarly excellence". Its mission is "To provide quality university education and training and to embody the aspirations of the Kenyan people and the global community through creation, preservation, integration, transmission and utilization of knowledge (Burnes, 2010).

1.1.1 The Concept of Strategy

Strategic management is a combination of three main processes which are as follows Strategy formulation, Strategy implementation and Strategy evaluation. The concept of strategy in are level of managerial activity under setting goals and over tactics. Strategic management provides overall direction to the enterprise and is closely related to the field of organization studies. In the field of business administration it is useful to talk about "strategic alignment" between the organization and its environment or "strategic consistency". According to Arieu (2007) there is strategic consistency when the actions of an organization are consistent with the expectations of management, and these in turn are with the market and the context.

The scope of the strategic management process covers organization-wide issues in the context of a whole range of environment influences. The strategic management process involves organization, management and the environment as a whole. Thus, in understanding the strategic management process and how it works, a general knowledge of the organization, its internal and external environments and management is required. The environment in which organizations operate is constantly changing with different factors influencing the organizations. Since the turn of the millennium, the general business environment has become more volatile, unpredictable and very competitive. Coping with the increasingly competitive environment has called on firms to rethink their marketing strategies Pearce and Robinson (2007). The days when firms could simply wait for clients to beat a path to their door are long gone. Organizations must realize that their services and products, regardless of how good they are, simply do not sell themselves Kotler (2001).

1.1.2 Strategic Stakeholders' Management

Strategic Stakeholders' management is part of a company strategy but in no way drives that strategy. Implicit in this perspective is the assumption that modes of dealing with stakeholders that prove upon adoption to be unproductive will be discontinued, as will those that involve resources that are no longer needed. These concerns of stakeholders enter a firm's decision making process only if they have strategic value to the firm (Slinger, 2011).

Employing the terminology used by Donaldson and Preston (2009) and Quinn and Jones (2009), we refer to the firm's interest in stakeholder relationships as instrumental and contingent on the value of those relationships to corporate financial success. As Quinn and Jones made clear,

"Instrumental strategic ethics enters the picture as an addendum to the rule of wealth maximization for manager agent to follow.

Two variant of the strategic stakeholder management approach are the direct effects to the model and the moderation model. In the direct effect model, managers' attitudes actions towards stakeholders (their stakeholder orientation) are perceived as having a direct effect on the firm financial performance, independent of firm strategy. In the moderation model, managerial orientation toward stakeholders does impact firm strategy by moderating the relationship between strategy and financial performance.

1.1.3 Relationship between Strategic Stakeholders' Management and Resource Mobilization

Harrison and St John (2012) have been the leaders in developing an integrated approach with many of the conceptual frameworks of mainstream strategy theory. In their words "stakeholder management combines perspectives from other traditional models such as industrial organization economics, resource-based view, cognitive theory, and the institutional view of the firm." They distinguish between stakeholder analysis and stakeholder management. Stakeholder management is built on a partnering mentality that involves communicating, negotiating, contracting, managing relationships and motivating. These different aspects of stakeholder management are held together by the enterprise strategy which defines what the firm stands for. Ethics are a part of these processes, first, because unethical behavior can have high costs and second, because codes of ethics provide the consistency and trust required for profitable cooperation.

There is an urgent need in being able to combine traditional and strategic stakeholders' managements because of the use of strategic stakeholders' management as an overarching framework within which traditional approaches can operate as strategic tools. For example, they divide the environment into the operating environment and the broader environment. Within the operating environment the 'resource based view of the firm' can operate as a useful framework to study the relationships of internal stakeholders such as management and employees, (Dutton and Duncan, 2013: Kiesler and Sproull, 2013).

Equally Porter's five-force model (Porter, 2011) can be used to shed light on the relationships of many external stakeholders such as competitors and suppliers. However, strategic management does not stop at this analytical & descriptive phase. Prioritizing stakeholders is more than a complex task of assessing the strength of their stake on the basis of economic or political power. The values and the enterprise strategy of a firm may dictate priorities for particular partnerships and discourage others. Thus, a strategic stakeholders' management allows management to infuse traditional strategic analysis with the values and direction that are unique to that organization.

1.1.4 Overview of the University of Nairobi development

The origins of the University of Nairobi trace back to 1947, when the colonial government of the time drew up a plan seeking to establish a technical and commercial institute in Nairobi. The University of Nairobi has twenty faculties including agriculture, arts, veterinary medicine, law, medicine, biological sciences, business, computing and informatics, continuing and distance education, dental sciences, economics, education, engineering, journalism, mathematics, nursing sciences, pharmacy, arts and design, and built environment.

In addition to the Kenya Science Campus and the Board of Postgraduate Studies, there are a number of centres and institutes: Centre for Biotechnology and Bioinformatics; Centre for Open and Distance Learning; Centre for HIV Prevention and Research; Centre for International Programmes and Links; Institute for Development Studies; Institute of Anthropology, Gender and African Studies; Institute of Nuclear Science and Technology; Institute of Diplomacy and International Studies; Institute of Tropical and Infectious Diseases (Kenya Science Campus); and the Population Studies and Research Institute.

In summary, since 1970, the UoN has seen many innovations which have contributed to its development and that of the nation. It has grown from a faculty-based university serving a student population of 2 768 (2 584 undergraduate and 184 graduate students), to a college-focused university serving around 39 000 students in the 2008 & 09 academic year, and with over 75 departments and over 4 200 courses, offered to both undergraduate and graduate students. The university is led by a vice-chancellor, three deputy vice-chancellors (for Administration and Finance, for Academic Affairs, and for Student Affairs) and an Academic Registrar, as well as the principals of constituent colleges, deans of faculties and directors of centers. Key governance bodies include the University Council, the University Senate and the University Management Board.

The University of Nairobi is considered to be key institutions for the production of high-level skills and knowledge innovation, based on the traditional core business of universities that is the production, application and dissemination of knowledge. As far as the knowledge economy is considered, higher education has become one of the central areas in the government's knowledge policies. This means that more policy & political actors than the Ministry of Education, as well

as socio-economic stakeholders (employers' organizations', funders and research councils), have become interested in higher education and involved in higher education policy.

This raises the issue of systems and institutional-level coordination of stakeholders' policies with adequate structures and processes within the management system, most notably the capacity to coordinate different strategic activities of the governing of knowledge production, reproduction and coordination. To get a better understanding of the relationship between strategic stakeholders' management and development, it's important to adopt a well- established strategic stakeholders' management integration in the University of Nairobi towards the national development strategies.

1.2 Research Problem

Strategic stakeholders' management is key in the long term development and survival of the University of Nairobi. Given the competitive and turbulent environment in which institutes of higher learning are operating today, the University of Nairobi have no option but to identify and adopt the necessary strategic stakeholders' management initiatives in order to develop. The nature and effectiveness of organizational development vary in part with how top management triggers and interprets strategic issues. Managements role in defining the developments and events which have the potential to influence the organizations current or future strategy.

The formulation of strategy entails aligning a firm's strengths and weaknesses with the problems and opportunities in its environment (Andrews, 1971). As the strategic decision making process is by its very nature ambiguous, complex, and unstructured, the perceptions and interpretations of entire stakeholder's team's members critically influence strategic decisions. A team's decision

to initiate changes in strategy will be based on member's perceptions of opportunities and constraints (Tushman and Romanelli, 1985).

Receptivity to change suggests openness to pursuing different business approaches, essential to strategic change willingness to take risk is important because changing firm strategy involves risk: established ways of conducting business are abandoned in favour of making commitments to strategic directions for which the payoffs are not guaranteed. Novelty, and therefore change, result from a creative, innovative decision making style. Finally, a diversity in information sources and perspectives suggests differentiation in an organizations belief structure that in tura leads to a perception of the feasibility of change and momentum toward change (Hambrick and Mason, 1984).

Locally, scores of Scholars have studied different aspects of strategic stakeholders' management and other related activities. Key among those who have carried out such studies include Mbogo (2003), Nyamache (2003), Mutuku (2004), Ndope (2007), Nyororo (2007) and Kisinguh (2006). However, a review of all these studies shows that there is no empirical work done in the area of strategic stakeholders' management on development at the University of Nairobi, with the exception of the study by Kisinguh (2006), which addressed shareholders involvement in the strategic stakeholders' management in private organizations. Thus the study of the relationship between strategic stakeholders' management and resource mobilization the university of Nairobi has not been undertaken therefore creating knowledge gap which this study endeavors' to fill by asking the question; what are the link between strategic stakeholders' management and resource mobilization the university of Nairobi?

1.3 Research Objective

To establish the relationship between strategic stakeholders' management and resource mobilization of the university of Nairobi

1.4 Value of the Study

This study will benefit the scholars, stakeholders; the government and also make a contribution both theory and practice.

To the Scholars

The study will provide a blue print, which in turn provides valuable information on relationship between strategic stakeholders' management and resource mobilization of the University of Nairobi. Understanding the University of Nairobi will provide an incentive to further study this institution which as been a mystery to many people for so long.

To the Stakeholders

This study will be of benefit to various stakeholders of the University of Nairobi who comprises of the government, local community organizations, customers (students), employees, media, competitors, suppliers and consumer advocates. The groups will get to know the advantages and disadvantages of strategic stakeholders' management and involvement in government body and will have an insight to strategic management process in a government body and will have an insight to change management process in such public organizations.

To the Government

The study will assist and guide the present and future government to determine whether they can make more of the remaining institution autonomous in their business operations.

To both Theory and Practice

The study will contribute significantly to both theory and practice with regard to the relationship between strategic stakeholders' management and development. The study findings adds to the literature on resource based theories and human capital theories. In Practice, the Human Resource Managers' will infer the significance of the systems initiated in their units and their effects on attaining the overall objectives of the specific universities.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter will attempt to address the theoretical foundation that supports the adoption of growth strategies. The chapter will further delve into the concepts of the link between strategic stakeholder management and resource mobilization institutions, thereby showing why institutions need to keenly adopt strategic stakeholders' management for transformation purposes.

2.2 Theoretical Foundation

This section will cover two theoretical frameworks that are used in assessing a firm's strategic management process: resource based view (RBV) and dynamic capabilities framework. The resource-based view of the firm (RBV) combines two perspectives: the internal analysis of phenomena within the institutions, and an external analysis of the sector and its competitive environment. The dynamic capability theory on the other hand extends analysis by combining internal and external perspectives and provides a useful framework for exploring why some institutions are more successful than others (Graham, 2007).

2.2.1 Stakeholder Theory

Since 1984 academic interest in a strategic stakeholders' management has both grown and broadened. Indeed the number of citations using the word stakeholder has increased enormously as suggested by Donaldson and Preston (2009). Most of the research on the stakeholder concept has taken place in four sub-fields: normative theories of business; corporate governance and

organizational theory; corporate social responsibility and performance; and, strategic management.

2.2.2 Resource Based View (RBV)

The resource-based view (RBV) is a model that sees resources as key to superior firm performance. If a resource exhibits VRIO attributes, the resource enables the firm to gain and sustain competitive advantage (Barney, 1991; Rothaermel, 2012). Barney (2009) introduced the VRIO framework as a tool to analyze a firm's internal resources and capabilities, as a source of sustained competitive advantage.

The resource-based view (RBV) argues that valuable, rare, inimitable resources and organization (VRIO) lead to competitive advantage (Nuno, 2012). Thus, although the resource may be valuable, rare and difficult to imitate, if there are any strategically equivalent resources that are not rare or difficult to imitate, then the focal resource cannot be the source of competitive advantage (Barney, 2001).

2.2.3 Dynamic Capabilities (DC)

The dynamic capabilities framework, according to Tecce (2011), offers a comprehensive, multidisciplinary approach to managerial decision-making. It is gradually developing into a (interdisciplinary) theory of the modern corporation (Teece, 2010). The main difference between the resource-based view of the firm and dynamic capabilities view is the fact that the latter focuses more on the issue of competitive survival rather than achievement of sustainable competitive advantage.

Teece *et al*. (2012) defined dynamic capability as the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments. The dynamic capabilities perspective goes beyond a financial-statement view of assets to emphasize the "soft assets" that management needs to orchestrate resources both inside and outside the firm (Tecce, 2011).

2.3 The Concept of Strategic Management

The understanding of strategic management entails the grasp of the challenges an organization faces as well as the opportunities in equal measure. Thereafter, the organization has to contend with its strengths and weaknesses to be able to build a formidable strategy for implementation. As if that is not enough, it is necessary to keep evaluating the firm's choices to see if they keep pace with the environment. If they do not conform to the environment, there is need to change the strategy to keep the organization competitive.

Strategic management as outlined by Cox *et al* (2012) is the process by which managers of the firm analyze the internal and external environments for the purpose of formulating strategies and allocating resources to develop a competitive advantage in an industry that allows for the successful achievement of organizational goals. In essence, it strives to understand and appreciate the current and the desired end-state of that organization and how to get to that future state. Blatstein (2012) posits that strategic management is not about predicting the future, but about preparing for it and knowing what exact steps the company will have to take to implement its strategic plan and achieve a competitive advantage.

The leadership of organizations needs to determine how to position themselves, either as itself as a low-cost producer, or practice differentiation strategy or some combination of the two. Secondly, they need to ascertain that the above advantages are sustainable, so that they can maintain competitiveness in the long run (Porter, 2009). Most firms will look at strategy as a blue print or plan on how the organization can achieve its objectives and goals (Mintzberg, 2009). Strategic management is a form of commitment or motivation of present resources on future perceived expectations (Drucker, 2011). The aim of strategic management is to formulate a vision, maintain commitment and guarantee sustainability for the success of the organization (Robbins 2000).

2.4 Relationship between Strategic Management Tools and Organizations development

Strategic management informs the resources of an organization especially the human resources on the aspirations of the firm. It therefore puts measures in place to address these aspirations. These measures include but are not limited to financial, human resources, marketing, among others (Robbin, 2000). Strategy manifests itself in three modes; planned, adaptive or realized (Mintzberg, 2009). The final, actualized strategy according to Mintzberg is the realized strategy which is partly planned and partly influenced by the prevailing environmental interference. According to Machuki, Aosa and Letting (2012), strategy requires proper implementation through adequate operationalization as well as institutionalization. This way, the organization must align its strategic choices with what is tenable in the environment (Aosa, 1992).

Strategy is a means to an end as it is the bridge between what is wished (vision) and what is actualized (objectives). Through strategy an organization keeps pace with the requirements of the

environment by constantly scanning the environment and responding these requirements so as to remain competitive. Since the environment is turbulent, an organization will remain relevant by regularly checking the requirements of the environment and actively generating responses by way of strategy to meet the environmental needs (Ansoff, 2014).

Barney (2002) argues that an organization experiences competitive advantage when its actions in an industry or market create economic value from its operations. He relates competitive advantage with performance, by emphasizing that a firm obtains above normal performance when it generates greater than expected value from the resources it employs thereby assuming a competitive advantage in that industry. Porter (1985) on the other hand emphasizes that organizations need to build competitive advantage into their strategies to remain competitive. Porter believes that competitive advantage is the cornerstone of a firm's performance and therefore needs to create and be able to sustain a competitive advantage in an industry in the long-run to remain profitable.

The Ansoff Matrix also known as the Ansoff product and market growth matrix is a marketing planning tool which usually aids a business in determining its product and market growth. The Ansoff growth matrix assists organizations to map strategic product market growth. This is usually determined by focusing on whether the products are new or existing and whether the market is new or existing.

The four alternative marketing strategies; market penetration, product development, market development and diversification, as postulated by Ansoff can result in an overuse of analysis. In fact, Ansoff himself thought about this and it was he who first mentioned the now famous phrase

"paralysis by analysis". Make sure that you do not fall victim to procrastination caused by excessive planning. The growth share matrix was put forth by Bruce Henderson as a tool for helping companies allocate resources based on the attractiveness of their market and their own level of competitiveness. The matrix remains highly relevant today as a way of allowing companies to manage strategic experimentation. A company should have a portfolio of products with different growth rates and different market shares. The portfolio composition is a function of the balance between cash flows. Margins and cash generated are a function of market share (Henderson 1970).

The matrix helps companies decide which markets and business units to invest in on the basis of two factors company competitiveness and market attractiveness with the underlying drivers for these factors being relative market share and growth rate, respectively. The logic was that market leadership, expressed through high relative share, resulted in sustainably superior returns. In the long run, the market leader obtained a self-reinforcing cost advantage through scale and experience that competitors found difficult to replicate. High growth rates signaled the markets in which leadership could be most easily built.

Putting these drivers in a matrix revealed four quadrants, each with a specific strategic imperative. Low-growth, high-share "cash cows" should be milked for cash to reinvest in high-growth, high-share "stars" with high future potential. High-growth, low-share "question marks" should be invested in or discarded, depending on their chances of becoming stars. Low-share, low-growth "pets" are essentially worthless and should be liquidated, divested, or repositioned given that their current positioning is unlikely to ever generate cash.

2.5 Application of Strategic Stakeholders' Management in Organizational Development

This stream of stakeholder research has grown out of the contrast between the traditional view that it is the fiduciary duty of management to protect the interests of the shareholder and the stakeholder view that management should make decisions for the benefit of all stakeholders. Williamson (1984) used a transaction cost framework to show that shareholders deserved special consideration over other stakeholders because of "asset specificity." He argued that a shareholder's stake was uniquely tied to the success of the firm and would have no residual value should the firm fail, unlike, for example, the labor of a worker.

 Freeman and Evan (1990) have argued, to the contrary, that Williamson's approach to corporate governance can indeed be used to explain all stakeholders' relationships. Many other stakeholders have stakes that are, to a degree, firm specific. Furthermore, shareholders have a more liquid market (the stock market) for exit than most other stakeholders. Thus, asset specificity alone does not grant a prime responsibility towards stockholders at the expense of all others. Goodpaster (1991) outlined an apparent paradox that accompanies the strategic stakeholders' management.

Management appears to have a contractual duty to manage the firm in the interests of the stockholders and at the same time management seems to have a moral duty to take other stakeholders into account. This stakeholder paradox has been attacked by Boatright (2012) and Marens and Wicks (2011) and defended by Goodpaster and Holloran (2012). Others have explored the legal standing of the fiduciary duty of management towards stockholders, Orts (2012), Blair (2009). Many of these debates are on-going, with some advocating fundamental changes to corporate govern- ance and with others rejecting the relevance of the whole debate to

a strategic stakeholders' management. There have also been a number of attempts to expand stakeholder theory into what Jones (2009) has referred to as a 'central paradigm' that links together theories such as agency theory, transactions costs and contracts theory into a coherent whole (Jones 2009; Clarkson 2009). From this perspective stakeholder theory can be used as a counterpoint to traditional shareholder-based theory. While it is generally accepted that stakeholder theory could constitute good management practice, its main value for these theorists is to expose the traditional model as being morally untenable or at least too accommodating to immoral behaviour. This literature has historically consisted of fractured collection of viewpoints that share an opposition to the dominant neoclassical positive approach to business. Because of its accommodating framework the stakeholder concept provided an opportunity to develop an overarching theory that could link together such concepts as agency theory, transactions costs, human relationships, ethics and even the environment. More recently Jones and Wicks (2011) have explicitly tried to pull together diverging research streams in their paper "Convergent Stakeholder Theory."

A significant area of interests for theorists of social responsibility has been the definition of legitimate stakeholders. It has been stated that "one glaring shortcoming is the problem of stakeholder identity. That is, that the theory is often unable to distinguish those individuals and groups that are stakeholders form those that are not" (Phillips & Reichart 2011). Mitchell, Agle and Wood addressed this issue by developing a framework for stakeholder identification. Using qualitative criteria of power, legitimacy and urgency, they develop what they refer to as "the principle of who and what really counts." This line of research is particularly relevant in areas such as the environment and grassroots political activism. The critical question is whether there

is such a thing as an illegitimate stakeholder, and if so how legitimacy should be defined. Agle, Mitchell and Sonnenfield (2000) have taken an opposite approach. Rather than try and theoretically define stakeholder legitimacy, they have conducted an empirical study to identify which stakeholders managers actually consider to be legitimate. A large body of research has been carried out in order to test the 'instrumental' claim that managing for stakeholders is just good management practice. This claim infers that firms that practice stakeholder management would out perform firms that do not practice stakeholder management. Wood (2009) pointed out that causality is complex, the relationship between corporate social performance (CSP) and financial performance is ambiguous, there is no comprehensive measure of CSP and that the most that can be demonstrated with current data is that "bad social performance hurts a company financially." It has often been hypothesized that firms who invest in stakeholder management and improve their social performance will be penalized by investors who are only interested in financial returns.

This has been referred to as 'the myopic institutions theory.' Graves and Waddock (1990) have demonstrated the growth in importance of institutional stakeholders over the last twenty years. On further investigation they found that firms that demonstrated a high level of corporate social performance (CSP) tend to lead to an increase in the number of institutions that invest in the stock (Graves & Waddock 2012). This result is "consistent with a steadily accumulating body of evidence that provides little support for the myopic institutions theory. A range of recent studies have been carried out using new data and techniques to try and shed light on the links between stakeholder management and social and financial performance (Berman, 2011). At a more practitioner level Ogden and Watson (2011) have carried out a detailed case study into corporate

and stakeholder management in the UK water industry. At present most conclusions in this area are somewhat tentative as the precision of techniques and data sources continue to be developed.

2.6 Summary of the Literature Review

Empirical literature has established that strategic stakeholders' management emphasizes the importance of investing in the relationships with those who have a stake in the firm. The stability of these relationships depends on the sharing of, at least, a core of principles or values. Thus, stakeholder theory allows managers to incorporate personal values into the formulation and implementation of strategic plans. An example of this is the concept of an enterprise strategy. An institution strategy describes the relationship between the firm and society by answering the question "What do we stand for?" In its original form a strategic stakeholders' management emphasized the importance of developing an enterprise strategy, while leaving open the question of which type of values are the most appropriate. "It is very easy to misinterpret the foregoing analysis as yet another call for corporate social responsibility or business ethics.

While these issues are important in their own right, enterprise level strategy is a different concept. There is need to worry about the enterprise level strategy for the simple fact that corporate survival depends in part on there being some "fit" between the values of the corporation and its managers, the expectations of stakeholders in the firm and the societal issues which will determine the ability of the firm to sell its products. However, the illustration that values are an essential ingredient to strategic management has, indeed, set in train an inquiry into the normative roots of stakeholder theory. Its thus important to sum that development will emerge when the stakeholders hold critical assets, expose these assets to risk and have both

influence and voice. However, stakeholder firms will only be sustainable when leaders' incentives encourage responsiveness to stakeholders and when stakeholder legitimacy can overcome society's skeptical ideological legacy towards stakeholder management.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter details how the proposed study was carried out. It covers the design adopted to conduct the study, how data was collected and eventual analysis of the data in order to generate research findings for reporting.

3.2 Research Design

The study was carried out through a case study design where the unit of study was sought to find out the relationship between strategic stakeholders' management and resource mobilization the University of Nairobi. The design is most appropriate when detailed, in-depth analysis for a single unit of study is desired. Case study research design provides very focused and valuable insights to phenomena that may otherwise be vaguely known or understood. The design enables the researcher not only to establish factors explaining phenomena but also unearth underlying issues.

3.3 Data Collection Method

The study made use of both primary and secondary data. The target population for this study were senior university stakeholders and departmental heads. The researcher used purposive sampling to select 10 informants drawn from the top level management because they are mainly the ones who deal with strategy implementation. The informants were the vice-chancellor, three deputy vice-chancellors (for Administration and Finance, for Academic Affairs, and for Student Affairs) and an Academic Registrar, as well as the principals of constituent colleges, deans of faculties and directors of centres.

These respondents were better placed in providing required data because they play a leading role in ensuring that they position University within a favorably development environment through instituting appropriate timely and strategic management responses. The interview guide was administered through personal interviews which allowed for further probing. The secondary data was obtained from the documented strategies and any other relevant information about the University. The data was obtained through review of relevant documents, key among them the UON's strategic plan and other relevant documentations.

3.4 Data Analysis

Both the primary and secondary data was qualitative in nature. Given this fact, content analysis was used to analyze the data. According to Nachmias and Nachmias (2009), content analysis is a technique for making inferences by systematically and objectively identifying specified characteristics of messages and using the same to relate trends. The data obtained was compared with existing literature in order to establish areas of agreement and disagreement.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. The study findings are presented to establish the relationship between strategic stakeholders' management and resource mobilization the University of Nairobi. The data was gathered exclusively from the interview guide as the research instrument. The interview guide was designed in line with the objectives of the study.

4.1.1 Response Rate

A total of 10 interview guide were distributed to senior university stakeholders and departmental heads, all of which were received back making response rate of 100%. This reasonable response rate was made a reality after the researcher made personal calls and visits to remind the respondent to fill-in and return the questionnaires. All of the respondents have been working in the institution for the last five years, this perceptibly contributed to the congruence in answering questions related to the research area.

4.2 Relationship between Strategic Stakeholders' Management and Resource Mobilization

Interviewees of the study were of the opinion that resource mobilization is solely about securing additional resources or new ones. However within the context of strategic approaches, it is particularly important to emphasize that mobilizing resources is as much about making judicious or better use of available resources after conducting a thorough environmental analysis. This makes it imperative to establish if current organizational practices and responses are still relevant

and effective in terms of cost and goals and if there are opportunities and imperatives for reallocation and reprogramming in light of where priorities are.

#Interviewee 1 posited that the University adopts strategic approaches to day-to-day issues and planning because their situations are not static. Scenarios change at times rapidly-over time and place; hence strategies that are perfectly relevant now may be less so or even not at all, in future. Hence the importance of strategy in situation analysis and environmental scanning to inform strategic planning teams about the relevance of specific strategies and activities as any one particular time.

4.2.1 Influence of Stakeholders in Strategic Management

On the influence of involvement of stakeholders in the strategy implementation, the interviewees said that involvement of stakeholders in the strategy process helped employees understand super-ordinate goals, style, and cultural norms and thus become essential for the continued success of the university strategic management process. It also prevents them from being taken by surprise, puts all stakeholders at the same platform, and helps the stakeholders to own the process thus ensuring better results. According to some interviewees, involvement of stakeholders in the strategic plans and decisions taken are essential to their progress and development within their organizational environments. Involving staff in such processes was also found to increase their confidence and sense of ownership of new policies and changes which in turn contribute to their personal and professional motivation towards successful strategic management process.

The interviewees postulated that, on initiatives taken by management in creating and sustaining a climate within the organization that motivates stakeholders in their strategic management role,

ensuring a conducive working condition by focusing on relations between peers through effective meetings that allow opportunities for discussion interaction and proper communication. The interviewees further indicated the style /model of strategic management employed at the organization is the top down model.

4.2.2 Importance of Stakeholders in Strategic Management

On the importance of stakeholders ability, or competence, in achieving successful strategy implementation, the interviewees said that the management should are competent enough to ensure good strategy objective setting, achieve strategic awareness, manage resistance to strategy implementation, giving a clear guidance, sustain vigorous strategy implementation efforts, align structure to strategy, envision change for future competences and critically assess current strategy. The significance of stakeholder involvement was emphasized by the fact that it was entrenched by the Board in its strategic plans. The study established core milestones realized by the Board through engagement of its primary stakeholders. Most importantly, the Board mobilized the stakeholders towards resource mobilization strategic plan.

The interviewees further indicated that senior managers, departmental heads and other lower level employees are involved in strategy formulation and implementation process at the institution but the middle level managers play the pivotal role in the implementation

4.2.3 Ineffective Coordination and Poor Sharing of Responsibilities

To the question on the ineffective coordination and poor sharing of responsibilities of strategic management practices, the interviewees said that they caused challenges of delayed

implementation, overworking of some workers, errors of commission, omission and duplication. These challenges were as a result of lack of proper job destruction, lack of clear structures, and lack of communication on strategic objectives. Involvement of employees from the beginning of strategy planning to the implementation stage is a key success factor in effective implementation and hence it is necessary to coordinate through good communication all the resources that help retain employees in an organization over the strategic period.

They further suggested that adequate number of employees alone is not enough to drive forward an implementation plan. There is need to have good leadership and well trained managers that will coordinate the usage of organization resources which are normally scarce and very costly to get.

4.3 Perspectives of the Stakeholders in Resource Mobilization

Interviewees of the study were of the opinion that stakeholders exist in the project's both in the internal and external environment. In determining the perspectives of stakeholders, the researcher identify 2 stake holders who are not internal to the project but who's interests may be negatively or positively affected as a result of the project. The interviewee mentions the direction that University in general as moving towards mega businesses and higher level markets which is consistent with the documentation of the overall company strategy. The key result areas which will contribute most are the profitability and growth of net production of the resource mobilization.

4.3.1 Effect of early management involvement of Stakeholders

The study found that early involvement of Stakeholders in the strategy process helped members understand super-ordinate goals, seamless service delivery, strong market share, implementation of objectives and happy external stakeholders and thus become essential for the continued success of a firm strategy implementation. This helps in infusing the organization with a sense of purpose and direction and giving it a mission. A mission is a statement that broadly outlines the organizations future course and serves as a guiding concept. Once the vision and mission are clearly identified the institution must analyze its external and internal environment. It also prevents them from being taken by surprise, puts all members at the same platform, and helps the employees to own the process thus ensuring better results.

According to some interviewees, early involvement of Stakeholders in the strategic plans and decisions taken by the institution are essential to their progress and development within their organizational environments. The study also found that the management should be competent so as to ensure good strategy objective setting, and manage resistance to strategy implementation. The study recommended that although the University of Nairobi had been successful in the strategic management practices, there is need to continuously train its Stakeholders on how the strategy should be implemented, involve staff in decision making and employ efficient communication that avail information on strategy to all stakeholders.

4.3.2 Initiatives of Stakeholders in Strategy at the University

The findings reveal that the management at the University of Nairobi has taken initiatives that motivated stakeholders in their strategic management role. The interviewees, on initiatives taken by management in creating and sustaining a climate within the organization that motivates

stakeholders in their strategic management role, said that the management have taken initiatives that include encouraging teamwork, maintaining a powerful culture that results in stakeholders aligning their individual goals and behaviours with those of the institution, continuous Staff training and development, implementing reward and benefits systems including frequent recognition given in less formal ways, ensuring a conducive working condition by focusing on relations between peers through effective staff meetings that allow opportunities for discussion interaction and proper communication.

4.4 Venture Identification and Resource Mobilization

In building new ventures, the university depends on the support of a broad population of resource providers. Some resource providers may provide financial resources in the form of an investment in the venture; other resource providers may provide insight and advice to the team building a venture; others may provide links to valuable contacts, and in so doing, support the venture with social capital. Interviewees were of the opinion that resource mobilization in new ventures has focused largely on the acquisition of financial resources from a very narrow group of resource providers such as venture capitalists. Every time a resource provider makes a decision about whether or not to provide support to a new venture, features of the venture and features of the resource provider likely factor into that decision. A more complete model of new venture resource acquisition will take into consideration the matching process between features of the venture and features of the resource provider in the resource mobilization process.

4.4.1 The Government as Stakeholder

Interviewees were of the opinion that the government is a stakeholder when corporations behave badly; however, from the evidence in these cases the government is a reluctant stakeholder at best and an engaged stakeholder acting in the corporate interests at worst. There are certainly agency problems that arise for regulators and lawmakers when corporate money (read: political donations) is considered free speech which leads to situations that "stifle political speech by causing corporations to distance themselves from politically sensitive issues and candidates, and by creating administrative barriers to the efficient operation of the corporation. The line between corporate interests and elected officials is not just blurred; it is all but gone.

4.4.2 Technology Support

Interviewees were in agreement that technological support was measured by the growth competitiveness technology index, a composite measure developed by the World Economic Forum to capture the institutional support in creating and diffusing a technology and in building a human skills base. The index is weighted to indicate that the role of technology in the level of institutional support depends upon a particular stage of development. The index ranks faculty on a comparative scale and aims to capture technological achievements of a department on three dimensions: 1) innovation creating new technology; 2) technology transfer diffusing the adoption of new technologies; and 3) information and communications technology adoption the prevalence of internet, cell-phone and laws governing the same.

4.5 Goal of Resource Mobilization in Strategic Stakeholder Management

Thus the overarching goal of corporate strategy translated into project strategy may also be derived in this manner as the strategy do not always address the necessary elements and

contingent factors which are derived in project mode. Interviewees' streams differentiate between strategic management of projects which is the management of projects tactically to achieve its aims and the management of projects strategically but the meanings of which are not similar and should not be confused. Another issue is in the process driven strategy alignment model is that the end result of the university strategy is the project strategy which is fixed, static-like plan which is subject to the documentation spelled out in the planning process. Thus project goals and strategies are not autonomous or empowered to behave emergently unless the feedback is given.

4.6 Relationship between Strategic Management Tools and Organizations Development

Interviewees are of the opinion that strategy requires proper implementation through adequate operationalization as well as institutionalization. Strategy is a means to an end as it is the bridge between what is wished (vision) and what is actualized (objectives). Through strategy an organization keeps pace with the requirements of the environment by constantly scanning the environment and responding these requirements so as to remain competitive. Since the environment is turbulent, an organization will remain relevant by regularly checking the requirements of the environment and actively generating responses by way of strategy to meet the environmental needs.

Interviewees argued that the institution experiences competitive advantage when its actions in an industry or market create economic value from its operations. They related competitive advantage with performance, by emphasizing that a firm obtains above normal performance when it generates greater than expected value from the resources it employs thereby assuming a

competitive advantage in that industry. The four alternative marketing strategies; market penetration, product development, market development and diversification, as postulated by the Interviewees can result in an overuse of analysis. The University have a portfolio of products with different growth rates and different market shares. The portfolio composition is a function of the balance between cash flows. Margins and cash generated are a function of market share.

The matrix helps the institution decide which markets and business units to invest in on the basis of two factors company competitiveness and market attractiveness with the underlying drivers for these factors being relative market share and growth rate, respectively. The logic was that market leadership, expressed through high relative share, resulted in sustainably superior returns. In the long run, the market leader obtained a self-reinforcing cost advantage through scale and experience that competitors found difficult to replicate. High growth rates signaled the markets in which leadership could be most easily built.

4.7 Discussion

Effectiveness of strategic stakeholders' management is, at least in part, affected by the quality of people involved in the process (Govindarajan, 1989). Here, quality refers to skills, attitudes, capabilities, experiences and other characteristics of people required by a specific task or position. The study collates with the literature on the importance of management ability, or competence, in achieving successful strategic management practices, where the study found that the management should be competent so as to ensure good strategy objective setting, achieve strategic awareness, manage resistance to strategy implementation, giving a clear guidance, sustain vigorous strategy management efforts, align structure to strategy, envision change for

future competences and critically assess current strategy. The researcher further found that senior managers and departmental heads are involved in strategic stakeholders' management process at the University of Nairobi.

On the impact of management development programmes on effective strategic management practices, the researcher found that training instills to the employees a set of management competencies which it is hoped will deliver better competitive and commercial practice; According to Berley (2005) early involvement of the stakeholders in the strategy process enhances strategic management practices. Andrews (1987) adds that early involvement of the stakeholders in the strategy process help employees in the understanding of the organizational goals, style, and cultural norms and thus become essential for the continued success of a firm strategy implementation. At the University of Nairobi the involvement of management prevents employees from being taken by surprise, puts all members at the same platform, and helps the stakeholders to own the process thus ensuring better results.

According to Pearce and Robinson (2003) involvement of employees in strategic planning increase management confidence and sense of ownership of new policies and changes which in turn contribute to their personal and professional motivation towards successful strategy implementation. The findings reveal that the stakeholders at the University of Nairobi took initiatives that motivated the stakeholders in their strategic management role. The findings concurs with the works of Hambrick and Cannella (1989) that encouraging teamwork, continuous staff training and development, implementing reward and benefits systems including frequent recognition given in less formal ways, ensuring a conducive working condition by

focusing on relations between peers through effective staff meetings that allow opportunities for discussion and interaction and proper communication motivates employees to participate in strategic management role.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the summary of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn are in quest of addressing the research question or achieving at the research objective which was to establish the relationship between strategic stakeholder management and resource mobilization the University of Nairobi.

5.2 Summary

The study established core milestones realized by the stakeholders mobilized towards resource mobilization strategic plan. This was attained through financial support from strong market shares, happy external stakeholders, among so many other inputs. The study found that senior managers and departmental heads were involved in strategic management process. The study found that early involvement of employees in the strategy process helps stakeholders in understanding goals, style and cultural norms and also prevents them from being taken by surprise, putting all employees at the same platform, helping the employees to own the process thus ensuring better results.

The study found out that clear communication of strategic awareness can act as a cohesive force and succeed in connecting those with ultimate responsibility for institution with those who directly implement policies at the sharp; communication is pervasive in every aspect of strategic management, and it is related in a complex way to organizing processes, organizational context

and implementation objectives which, in turn, have an impact on the implementation process and also enhances timely feedback on the progress and challenges met in the process of strategic management. The study found that the at University of Nairobi the involvement of stakeholders, puts all members at the same platform, and helps the staff to own the process thus ensuring better results.

5.3 Conclusion

From the study, the research concludes that the management should be competent so as to ensure good strategy objective setting, achieve strategic awareness, manage resistance to strategy management; resource mobilization in the strategy process helped employees understand super-ordinate goals, style, and cultural norms and thus become essential for the continued success of the institutions' strategic stakeholders management, puts all members at the same platform, and helps the employees to own the process thus ensuring better results.

The study also concludes that the management has taken initiatives in creating and sustaining a climate within the University of Nairobi that motivates stakeholders in their implementation that includes; encouraging teamwork, maintaining a powerful culture that results in stakeholders aligning their individual goals and behaviors with those of the firm, continuous Staff training and development, implementing reward and benefits systems including frequent recognition given in less formal ways, ensuring a conducive working condition by focusing on relations between peers through effective stakeholders meetings that allow opportunities for discussion and interaction and proper communication.

The study also concludes that factors leading to strategic stakeholders management practices include clear aims and planning, a conducive climate, giving implementation priority, having abundant resources, an appropriate structure and implementing flexibly, organizational structure, control mechanisms, strategic consensus, leadership and positive attitude towards strategy implementation success.

5.4 Recommendations

The study recommends that a company should have a portfolio of products with different growth rates and different market shares. The study recommends that the high-growth, low-share "question marks" should be invested in or discarded, depending on their chances of becoming stars. It also recommends that the low-share, low-growth "pets" are essentially worthless and should be liquidated, divested, or repositioned given that their current positioning is unlikely to ever generate cash. The study recommends that the management should are competent enough to ensure good strategy objective setting, achieve strategic awareness, manage resistance to strategy implementation, giving a clear guidance, sustain vigorous strategy implementation efforts, align structure to strategy, envision change for future competences and critically assess current strategy. Also the management should be competent so as to ensure good strategy objective setting, and manage resistance to strategy implementation. The study recommended that although the University of Nairobi had been successful in the strategic management practices, there is need to continuously train its Stakeholders on how the strategy should be implemented, involve staff in decision making and employ efficient communication that avail information on strategy to all stakeholders

5.5 Limitations of the study

Interviewing top level executives in the institution on strategic stakeholders management and resource mobilization is like asking for a self-evaluation. It also demands that the informant makes a judgement on the institution they work for. It is expected therefore that some of the responses were likely to be biased as the informant may perceive penalties resulting from taking a particular position on an issue. This was, however, minimized by assuring the informants that the information was to be used solely for academic purposes.

There was also a constraint of availability of informants due to engagements such as leave of absence, training, or fieldwork. Some potential informants, being busy top level executives, were not available within the time frame of the research work. Nonetheless, the informant rate was high enough that these limitations had marginal effects on the overall findings of the study.

5.6 Suggestions for Further Research

This study cannot be considered exhaustive in addressing all major aspects of strategic stakeholders' management and resource mobilization the University of Nairobi. The research was a qualitative study that dwelt deeper into the reasons behind what, how, and why. A quantitative research could be conducted in future to survey strategic stakeholders' management and development across several institutions of higher learning to identify the aggregate position.

The research focused on the relationship between strategic stakeholders' management and resource mobilization the University of Nairobi exclusively. A study could be conducted in future to investigate how resource mobilization in Universities in Kenya can be improved to support strategic stakeholders' management.

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APPENDIXES

Appendix 1: Interview Questions:

1. Perspectives of the Stakeholders which reporting is required?

2. Relationship between Strategic Stakeholders' Management and Resource Mobilization

3. How are changes in the system implemented during the implementation stage?

4. Who are involved influence of stakeholders in strategy implementation in your organization?

5. What are the influence of stakeholders in strategy implementation as pertain to your department?

6. In your opinion, what is the importance of stakeholders in strategy implementation your department?

7. In your opinion, how ineffective coordination and poor sharing of responsibilities is caused by stakeholders in strategy implementation?

8. What is the influence of stakeholders in strategy management in the university?

9. What is the effect of early management involvement of firm members in the process of stakeholders in strategy?

10. What are the influence initiatives of stakeholders in strategy management in the university?

11. Do you as a project member suggest venture identification and resource mobilization?

12. Do you as a programme manager dictate changes to the project or allow feedback from the project members? (for parent member)

13. What is the goal of resource mobilization in strategic stakeholders' management

14. Does the resources come from a main source and who controls these resources?

15. Are stakeholders feedback considered in the implementation stage?

16. What is the relationship between strategic management tools and organizations development

17. Do the users interact with each other? And also with the project team members?

18. Are customers feedback considered in the platform interface?

19. How does project success relate to project members/users expectations?

20. How important is the parent office expectations in the implementation of this platform?

21. To what degree would it be able to influence