

# FACTORS INFLUENCING IMPLEMENTATION OF STRATEGIC PLAN AT MULTIMEDIA UNIVERSITY OF KENYA

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**ABSTRACT**

The purpose of the study was to identify the factors influencing implementation of strategic plan at Multimedia University of Kenya. The research design that was adopted was a case study research design. Both primary and secondary sources of data were used to obtain information for the study. Primary data was obtained through interview guide. The interviewees consisted of 8 managers of Multimedia University of Kenya. They included the Head of Research and Innovation, Head of Strategic Planning Committee, Head of Computing and IT, Head of Business and Law, Head of Human Resource Management, Head of Media and Communications, Head of Science and Technology and Dean of students. The interviewees were selected because they were involved directly in implementation of strategic plan processes at Multimedia University of Kenya. Content analysis technique was used to analyze the data. The study established that the factors influencing implementation of strategic plan at the Multimedia University were organization structure, organization culture, leadership, resource allocation and communication. The study concludes that implementation of strategy plan has been positively facilitated by organization structure. This owes to the fact that structure dictates how policies and objectives are established. It is used by organizations to provide hierarchical reporting structure for each work or department within the organization. The study concludes that culture under study negatively influenced implementation of strategic plan at the university. The study concludes that implementation of strategy plan are hindered by resource allocation which is a source of competitive advantage for the institution. The study concludes that senior management encouraged an employee involvement management style hence positively influenced implementation of strategic plan. Lastly, the study concludes that communication under study instituted favorable communication and transparency between different levels of the organization. For the university to improve on the implementation of strategic plan there is need to enhance accountability, transparency, teamwork and communication. The Multimedia University should take steps to ensure the organization's structure that they have operates efficiently by creating a chart that outlines the duties of the subordinates, by creating policies to handle grievances that may occur in the institution and holding weekly meetings of faculty heads. The study found that while developing strategy, it is paramount for the university management team to craft a strategy that is fully aligned to the culture in the university. The study also recommends that the leadership team may improve coordination and teamwork by exposing managers to change management programs and project management training. The study also recommends that authorities should adopt a variety of tools to ensure that organization's resources are well utilized through sustainable funding. Lastly, the study recommends that communication needs to be effective and open to create trust among the stakeholders.

**1.1 Background of the Study**

In early 1950s the industry was fascinated with the plan of crafting a strategy hence the exercise became worldwide (Mintzberg, 2008). This was due to businesses trusting the strategy planning process was the solution to all their challenges or problems however after the explosion of that phase businesses cast aside the trend until the 1990s when it came to the surface again as a planning process that had specific advantages. According to Thompson and Strickland (2012), strategy planning is the process of crafting a strategy and implementing content and context about a firm's future route. The process of planning is fundamental to any firm's continued existence because the undertaking enables organization become accustomed to its ever shifting environment. Strategy planning process is relevant to all the levels of management and types of corporations.

Traditional strategic management process comprises of strategic formulation and implementation. Strategy formulation is concerned with organization intellectual process, skills and positioning before action. It simply provides a strategy that is proactive and reactive that must be implemented within the organization (Pearce and Robinson, 2008). Implementation is concerned with how to put a crafted strategy into realization. It articulates expectations about the future, communicate an agenda for change, monitor performance measurement and reporting and lastly engage strategy, operation, motivation and evaluation. Implementation is the action stage that involves developing a strategy and making of decisions with regard to organization structure, budgets and motivational systems.

There are numerous aspects that affect the accomplishment of strategy implementation; these aspects may include an organizations resources, structure, culture, organizational communication as well as leadership. Resources may be considered as contributions that allow a firm to accomplish its activities. David (2001) points out that a company has various types of resources that are used to achieve desired goals and objectives; Physical resources, reputational resources, financial resources, organizational resources, technological resources and human resources. Structure is the design of organizations through which the enterprises are administered. It is used by organizations to provide hierarchical reporting structure for each work or department within the organization (Barlett and Ghoshal, 2005).  
2 Organization structure consists of activities such as allocation of tasks and supervision which are directed towards the achievement of organization goals (Kroon, 2005).

Hoecklin (2005) identify culture as a shared system that dictates the matters on which a group of people should concentrate. Burnes (2003) term culture as a group of fundamental principles, insight, requirements and actions acquired by a member of society from relatives and other significant people around him. Communication is linked to implementation of strategy and it influences message quality, accuracy and clarity. Kroon (2005) pointed out that organization communication informs and engages messages within the organization. Duck (2003) describe leadership as the process of influencing followers to attain organizational goals through modifications. Influencing is a process of conversing ideas, increasing reception of them, and inspiring the followers to up hold and execute the ideas. This is made possible through change by manipulating through power, politics and discussions.

The theory guided by this study is anchored on the dynamic capabilities theory and open systems theory of the firm. Teece et al. (1997) define dynamic capabilities as the ability to determine if the organization is executing the right activities and then make the necessary changes in the rapid changing environment. Bowman (2009) state that dynamic capability theory is the capacity to construct, expand or upgrade the resource based view. Scott (2002) defines open systems theory as social systems which are dependent on the environment and allows a continuous cycle of inputs, transformation process and outputs. The theory has come to be known as the modern theory of organization and is based on the values or expectations that adjust to environment changes. According to Meyer and Rowan (2008), open systems develop goals through negotiation and openness determined by the extent of its transactions with the environment.

Over the past years, Multimedia University of Kenya has faced many challenges. Among these challenges are: limited capacity to enrol the number of students they would want, fiscal challenges beyond their control, competition from public and other private universities, and finance to support their growth. To help solve some of these problems, Multimedia University of Kenya developed the first five year strategic plan in 2011. This plan was to serve for a period of 5 years reviewable every 5 years. Successful implementation of strategy involves operationalization and institutionalization of strategy. Thompson and Strickland (2012) argue that implementation of strategy is the measure that moves the university along its choice of path towards attainment of its vision, mission and objectives to be pursued to realize the intentions in strategy implementation.

### 1.1.1 Concept of Strategy

Strategy is multidimensional and has been expressed in different ways by strategic management scholars. Blackberry (2008) view strategy as a pattern of purposes and policies defining the company and its business. The author points out that strategy involve 5 Ps which are strategy as a plan, ploy, pattern, position and perspective. A well formulated strategy helps an organization to achieve competitive advantage which is an essential concern of business strategy. He holds the view that strategy is necessitated by the presence of competitors as strategic implementation is primarily meant to give a firm a lasting advantage against the competition. It addresses changes in the business environment representing organizations strategic decisions on resources and capabilities and identifies values and expectations of stakeholders (Johnson and Scholes, 2008).

According to Hofer and Schendel (1978), strategy is based on <sup>23</sup> long term direction of an organization, the scope of an organization activities gaining competitive advantage over competitors. Porter (2008) who stated that strategy is <sup>22</sup> complex in nature and affects operational decisions made in situations of uncertainty and considerable change require integrated approach to both the inside and outside of the organization. Finally, the definition that seems to capture what is put forward by its predecessors is that strategy is concerned with managing functional and department area, satisfying customers, competing with rivals by building the required capabilities, growing in trading and merchandizing and finally achieving the organization goals and objectives (Chandler, 2008).

### 1.1.2 Strategy Implementation

Strategic management process comprises of five phases which include setting goals, analysis, formulation, implementation and monitoring (MacLennan, 2010).

Implementation of strategy involves the tangible and intangible variables as physical, financial and human resources, corporate images, brands and patents etc. He notes that the most valuable and critical organization resources during implementation it is people. Strategy management provides the road map for the organization and it ensures that decisions concerning the future are taken in an organized and focused way (Noble, 1984). The importance of strategy implementation include there is effective strategy idea, makes control and discipline effective, shapes the future of business and helps to increase productivity of the organization.

According to Roney (2013), strategy management serves as a hedge against uncertainty and continually monitors progress towards attaining the objectives and make adjustments where necessary. Organizations should be alert and conscious that strategy formulation is unsuccessful without suitable strategy implementation and should seek a reasonable or rational interface between those accountable for the strategy planning process and those accountable for strategy implementation process to ensure that they both aim at achieving the same goals and objectives of the organization. Strategy management explains the role of resources and capabilities within the organization and distinguishes the core competencies that set it apart from other organizations. It also defines strengths, weaknesses, threats and opportunities that enable the organization develop strategies to manage both its internal and external environment.

According to Pearce and Robinson (2008), the perception of strategy implementation may seem simple, undemanding and uncomplicated but after crafting a strategy it is then implemented which is a complicated and demanding task. Kroon (2005) pointed

out that the implementation process undergoes frequent, continuous and updating analysis recognizing that the organization coordinate inputs and produce output through planning, executing and monitoring developments and progress. The author claimed that strategy implementation involves the process of strategy analysis, strategy choice, implementation and monitoring. Strategy analysis involves the strategic position of the organization. Strategy choice is concerned with guiding future strategy for evaluation and selecting amongst them. Strategy implementation involves establishment and translation of strategy into organizational action. Monitoring helps to assure that the organization efforts conform to the plan and allows for corrective action that makes the necessary changes along the way.

### **1.1.3 Multimedia University of Kenya**

The Multimedia University of Kenya (MMU) is a newly established public university located in Nairobi County, Kenya. The university offers ICT and mass media education as its core subjects (Lumiti, 2007). Effective strategy implementation is about more than outperforming competitors in the industry. It is also central to the success of public sector bodies and other not-for-profit organization. Lumiti (2007) further point out that implementation of strategy is the measure that moves the university along its choice of path towards attainment of its vision, mission and objectives to be pursued to realize the intentions in strategy implementation.

Over the past years, Multimedia University of Kenya has faced many challenges. Among these challenges is limited capacity to enroll the number of students they would want, fiscal challenges beyond their control, competition from public and other private universities, slow pace of new programme development, fast technological changes in ICT, poor operationalization of research output, political interference in



selection of CEOs and council members appointments, global economic recession, escalating cost of education and finance to support their growth. To help solve some of these problems, Multimedia University of Kenya developed the first five year strategic plan in 2011. This plan was to serve for a period of 5 years reviewable every 5 years (Obare 2006). To become successful the strategy plan committee should support the new strategies, establish strategic alliance like from Korea, attract specialized research funds, develop business collaboration ventures, develop strategy patents and upgrade infrastructure through a well developed strategy plan.

### **1.2 Research Problem**

David (2005) is of the view that implementing strategy is tougher, more time consuming, and challenging than crafting strategy. Pearce and Robinson (2008) maps five situations in which strategy implementation failure is possible to exist: Lack of adequate resources, Weak institutional capacity, Poor communication and leadership skills and environmental pressures. Thompson and Strickland (2007) claimed that a larger part of the empirical literature has been on crafting the strategy and not on strategy implementation. Regrettably, the drama still continues after crafting the strategy. As a result, organizations are still facing major challenges during the process of implementation (Day and Reibstein, 2007).

According to Alexander (2010), a critical concern during implementation is that the organizations do not focus on strategy quality planning, providing adequate resources, employee motivation, external forces of environment and effective communication and leadership skills because resources unavailability, lack of motivation, external environment interference and communication breakdown are frequent source of

conflict and resistance often occurring in conjunction with strategy and development change.

In spite of the fact that most universities have developed a strategic plan they are rarely implemented successfully. Despite these problems in implementation, there is scanty local research on this important sector of strategic implementation to shed light on the best way to carry out the implementation process. A study by Kavengi (2013) determined the challenges faced by Kenyatta University in Implementing its competitive strategies. The challenges established included lack of autonomy in decision making among middle level, dwindling resources, organisation culture and structure. Riungu (2014) investigated strategy implementation at Strathmore University. The study found that strategy implementation process at Strathmore University follows the basic requirements for a successful strategy implementation. Kimirri (2015) studied the challenges of the Implementation of strategic plans and Performance of University of Nairobi, Kenya and found that the major factor that emerged is leadership that clarifies the strategy formulated and gives directions within the organisation. Katamei (2013) evaluated the Strategy Implementation challenges at Unga Group Limited, Kenya and found out that Strategy implementation pose challenges to performance of project and has a relationship to global Fund project factors.

The studies done fail to capture the determinants associated with implementation of strategy as it addressed the challenges involved in implementing strategy in response to situational analysis and resource based analysis of the university. <sup>1</sup> These studies focused on a different context and concept from what the current study seeks to cover. Given the importance of these determinants, this study was set to fill the gap and

identify factors that are influencing implementation of strategic plan at Multimedia University of Kenya.

32

### **1.3 Research Objective**

The general objective of the study is to identify factors influencing implementation of strategic plan at Multimedia University of Kenya.

5

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

The findings of this study would be useful to the management of Universities in Kenya as it will provide significant information on determinants of implementation of strategic plans. Therefore, the study would provide the basis for the management to formulate strategies to enable successful implementation of strategic plans. Indeed, this study would ultimately enable Universities in Kenya to effectively implement its strategies and leads to superior performance.

Policy makers in other organizations like Ministry of Education, University Council and Management Board would also benefit from the findings of this study. The results would equip them with knowledge on the determinants of implementation of strategic plans and therefore add to the survival and success of firms. This knowledge if well utilized would result in exceptional performance of the organization.

Lastly, researchers and scholars would also find the results of this study valuable. On one hand, the findings of the study would add to the existing literature and materials in the field of strategic management. Further, the study would be used as a reference and source of secondary data for future research in implementation of strategy in other organizations and likewise in other related areas.

**2.1 Introduction**

This chapter basically focused on reviewing the empirical literature on factors that influence implementation of strategic plan from various authors. The review focused on various theoretical underpinnings and empirical studies that acted as a foundation for this research study. The theories and empirical studies from past literature revealed the core elements for the study.

**2.2 Theoretical Foundation**

Various theoretical underpinnings have been developed by various scholars in this study of factors that influences implementation of strategic plans. Among the theories discussed in relation to this research topic are Dynamic Capability Theory on the dynamisms of the resources and its applications and Open System Theory which predict how the environment is going to change. This research adds value to any of the above theories.

**2.2.1 Dynamic Capability Theory**

Teece et al. (1997) define dynamic capabilities as the ability to determine if the organization is executing the right activities and then make the necessary changes in the rapid changing environment. Bowman (2009) state that dynamic capability theory is the capacity to construct, expand or upgrade the resource based view. Resource-based view (RBV) argues that organizations possess resources which are the inputs to the production process then determine capability which is the ability of an incorporated set of resources to be able to perform a task or an activity during the implementation of strategy. This leads to competitive advantage which enables the organization outperform its competitors and therefore locate an attractive industry

with opportunities that can be exploited by the organizations resources and capabilities leading to superior returns of strategy formulation and implementation.

According to Wade and Hulland (2013), the RBV has been criticized for ignoring value, rareness, limitability and substitutability factors surrounding the tangible and intangible resources assuming that they are simply in existence hence dynamic capabilities theory attempts to bridge this gap by adopting a position, process and path approach. Position approach: describe the organizations set of assets that rely on the internal and external assets for example technological, financial, reputational and structural assets. Process approach: represent the way things are done in the organization to achieve competitive advantage. Path approach: explains strategic alternatives available to an organization depending on the path the organization takes looking at the current position of the firm and its history. The above approaches together compose the core model of dynamic capability theory by reacting to market dynamic resources of the firm. Learning mechanisms help organizations evolve on capabilities like product development, sensing opportunities and threats, alliance building and strategic decision making operating in rapidly changing environment during implementation of strategic plans (Barney, 1991).

### **2.2.2 Open System Theory**

Scott (2002) defines open systems theory as social systems which are dependent on the environment and allows a continuous cycle of inputs, transformation process and outputs. Inputs include for example technology, capital, raw materials, information and human resources. Transformation process includes management activities, employee work activities and operations and technology activities. Outputs include goods and services, data, financial and human results. The environment consists of

political, economic, social, technological, ecological and legal nature (PESTEL). The theory has come to be known as the modern theory of organization and is based on the values or expectations that adjust to environment changes.

According to Meyer and Rowan (2008), open systems develop goals through negotiation and openness determined by the extent of its transactions with the environment. To ensure feasibility an open system must pay attention to the external environment and take steps to aid the changes in order to remain relevant. (Sirajul and Naveed, 2014) indicate that healthy practical open system looks at the inputs of knowledge or expertise and energy through structural opportunities and constraints, mobilizing individuals to take group action. Collaborative and participative activities experienced on thru-puts process include agreeing on desired roles and regulations, cultivating program sustainability, agreeing on operational parameters of programs and also pool resources and exchange knowledge or skills. Outputs provide opportunity for cross cultural exchange and social interaction across the organization groups. Opportunity for employees to eventually teach future generations on relevance of open systems to strategy implementation is paramount.

## **2.3 Empirical Review**

### **2.3.1 Structure and strategy Implementation**

Structure is the design of organizations through which the enterprises are administered. Organizations can be captured by their structures and systems. This is because structures dictate how policies and objectives are established. It is used by organizations to provide hierarchical reporting structure for each work or department within the organization (Barlett and Ghoshal, 2005). For successful implementation, the structure should allow tighter controls, more opportunities for promotion, few

layers of hierarchy and shorter time for communication to pass through the levels of management during execution of strategy. <sup>2</sup> Organization structure consists of activities such as allocation of tasks and supervision which are directed towards the achievement of organization goals (Kroon, 2005).

According to Kotter (2006), there are various types of structure which provide a platform for future growth without making changes to job responsibilities or financial budgets for each area. These types of structure include functional, divisional, project, line and matrix structure. Strategy success depends on its organization structure and is developed taking consideration of chain of command which specifies authority, span of control specifies the number of employees the management team can control in strategy implementation and departmentalization which specifies groupings of employees. The choice is also determined by work specialization which specializes in separating people and activities during strategy implementation, formalization specifies the rules and regulations to direct the workforce within the organization and centralization and decentralization specifies where the decisions are made.

David (2001) suggested that different strategies require the use of different structures for example differential strategy requires a low cost and flexible structure. Structure must be flexible when there are rapid environment changes. The structure developed must suit the situation and be useful in meeting the organization goals and objectives. Organization structure is defined by the formal structure which indicates the job of employees in the organization therefore is a powerful tool to implement strategy Baker (2007). Organization structure is thought to have various dimensions; strategy, people, processes and rewards. The strategy dimension determines direction of the

firm to achieve successful strategy implementation; processes dimension which involves information flow to the different departments within the organization; people dimension which define employee knowledge and skills used in the strategy plan implementation and rewards dimension which influence the motivation of subordinates to achieve the vision, mission and goals of the organization (Okumus, 2003).

### **2.3.2 Culture and Strategy Implementation**

According to Hoecklin (2005), organization culture emphasizes on people and influences technology, age, history, size, diversity and ownership in the implementation of strategy. Culture is amplified by the behaviors of leaders by looking at the actions and behaviors of leaders, looking at what gets rewarded and what gets punished, what the leaders pay attention to and finally allocation of resources and attention. The author also defines culture as the “glue that holds organizations together” and is viable in the way that work gets done on a day to day basis. Kroon (2005) indicated that culture helps subordinates and senior managers decide <sup>16</sup> the way employees interact at their workplace since organization culture brings all the employees on a common platform. It is the organization culture that extracts the best out of each team member.

Sharma (2007) indicated that culture communicates to people through stories, symbols, rituals and routines, organization structure and artifacts thereby supplements the rational management tools such as communication and structure. Through its influence over internal and external forces culture affects flexibility and control of the organization. Internal forces under culture include clan and hierarchy. Clan looks at the cohesion, morale and participation of employees. Hierarchy looks at information



management, communication and competition. External forces under culture include adhocracy and market. Adhocracy focus on flexibility and risk taking of the firm. Market looks at goal setting and efficiency of an organization. Pearce and Robinson (2008) indicated that culture determines how things are done in the business for example how problems are approached and priorities determined in the implementation process. Successful implementation of a strategy demands a well-suited business culture. It can be stated that organization culture has various characteristics which include; its people oriented, attentive to detail, team oriented, outcome oriented, risk taking, aggressive and stable.

Burnes (2003) stated that the strengthening of organization culture can be done by aligning artifacts, having culturally consistent rewards, selecting and socializing employees and looking at the actions of leaders and founders. The author further noted that there are different types of organization culture which influence implementation of strategy and they include <sup>37</sup> power culture, task culture, role culture and person culture. Role culture is hierarchical and specifies job roles and rules that require strong organizational pillars. Task culture is the job and project oriented team structures. Person culture is the structures exist to serve individual needs. <sup>27</sup> Power culture is dominance of an individual who makes the key decisions throughout the organization.

In his study, Okumu (2003) viewed <sup>12</sup> organizational culture as the personality of the organization which is comprises of norms, assumptions, symbols and shared values of organization members and their behavior. <sup>31</sup> Culture is particularly important when

attempting to manage the organization wide change. Culture may be difficult to express distinctively but everyone knows it when they sense it.

### 2.3.3 Leadership and Strategy Implementation

A leader makes vision and mission statements work for the organization, review organization culture and develop a leadership competence network. Leadership is important to organizations and is the core factor of strategy implementation. The significance of leadership team to strategy management process include it improves team spirit, improves productivity, improves job satisfaction, secures cooperation of the employees and creates confidence in the organization (Elsenbach, Pillai & Watson, 2009).

Kroon (2005) reported that leadership is the process by which a person influences others to accomplish an objective or goal of the organization and guides the firm in a way that makes it more united and coherent. Goleman (2000) states that leadership has various characteristics which include; the ability to learn on the job, willingness to share blame for failure, willingness to share credit for success, ability to control emotions, ability to communicate the vision and goals, capacity to listen to different points of view and ability to go out in the field and manage directly.

According to Duck (2003), there are six leadership styles which include pacesetting, democratic, coaching, coercive, authoritative and afflictive style. Coercive style demands immediate compliance and is appropriate in emergencies and severe situations. Authoritative style focuses on the vision or goal of the organization and inspires others to follow that goal and is appropriate when a direction is required. Pacesetting style sets an example by working to extremely high standards of

performance and works best when the organization wants to get quick results from a highly motivated and competent team. Coaching style focuses on improving people's strengths and is especially useful in building skills to develop managers and future leaders. Afflictive style focuses on people and works best when healing dysfunctional relationships within a team. Democratic style forges consensus through participation and is useful when attempting to involve a wide range of people in decision making. Saka (2003) point out that a particular leadership style should be adapted to the particular challenges facing the organization and particular demands of the situation.

Okumu (2003) viewed that the formal organization is expected to follow a leadership cycle, from shared direction to commitment to achievement and shared meaning. Shared direction involves the leader sharing direction born of shared meaning and purpose in the success of implementing strategy. Commitment of the leaders ensures that the leaders are committed to achieve the shared goals and maintain willing followers in strategy implementation. The leadership team ensures the organization shares a common sense of achievement that employees can see is relevant to the organization's meaning and purpose. Senior management team must make the strategic decisions and create the organizational context which can lead to long term organizational success therefore top management team is viewed as an important strategic resource for the organization.

#### **2.3.4 Resource Allocation and Strategy Implementation**

In strategy planning and formulation, resources available to an organization is calculated and measured according to use and subsequent outcome of investment. Organizations capture their resources at the management level where all elements are availed for purpose of planning the strategy (Wery and Waco, 2013). David (2001)

points out that a company has various types of resources that are used to achieve desired goals and objectives; Physical resources, reputational resources, financial resources, organizational resources, technological resources and human resources. Management of these resources involves setting policies and profiles that clearly define types, roles, skills and competencies of the employees throughout the predetermined life cycle; Planning and scheduling tasks, assignments and personal time are proposed and committed; Execution and tracking of costs and financial reports must be available and fully utilized and lastly modeling and analysis of organization breakdown structure, calendars and rates must be utilized to manage the resources available.

Okumu (2003) stated that organization resources can be a source of competitive advantage for an organization. Resources like <sup>6</sup> people, money, raw materials and capital resources go through the production process to produce finished products. Johnson and Scholes (2008) viewed that the resources are tied together to create organization capabilities which lead to competitive advantage. The author states that <sup>20</sup> resources are grouped into tangible and intangible resources. Tangible resources are resources that can be seen or touched for effective utilization of team specific resources for example financial, physical, organizational and technological resources that help carry out strategy plan on a continuous basis. Intangible resources cannot be seen or touched for example reputational and human resources that are also considered in the execution process of strategy.

Kumar et al. (2006) noted that the factors limiting effective resource allocation include organization politics, vague strategy targets and overproduction of resources

due to competition of limited resources and establishing annual objectives that lead to conflict. It is therefore important to take a resource audit in order to establish whether the available resources will be adequate for the strategy implementation. Budgeting should be incorporated and increased awareness should enable the leadership team to allocate sufficient capital to a strategy but without draining finances to the degree that stakeholders returns are reduced. Also, other key resources such as time and people should be incorporated. Service organizations are most affected due to insufficient resources allocated. Therefore it makes sense to adequately incorporate resource allocation within the draft strategic plan of any organization.

### **2.3.5 Communication and Strategy Implementation**

According to Speculand (2009), a new strategy is launched with fanfare but after the initial fanfare, the problem is that very little tends to be communicated and as a result subordinates do not adopt it. For successful implementation top, middle and lower level management communicate messages to all the stakeholders of the organization. Pearce and Robinson (2008) found out those organizations where staff does not have difficult access to the management they have open and supportive communication systems and therefore tend to create trust and also outperform those with more uncertain communication environments. Communication is linked to implementation of strategy and it influences message quality, accuracy and clarity.

Kroon (2005) pointed out that organization communication informs and engages messages within the organization. Communication includes the use of symbols to create and maintain the firm's images, mission and values. It assists on giving instructions concerning power and politics within the organization. It supports subordinates and team members by socializing them with computer technology. Well

aligned communication assists the organization in decision making and conflict management while executing the strategy plan. The author further points out that communication assists in coordinating organization resources, reduce day to day conflict, create culture that allows subordinates to act with empowerment, helps in understanding the vision, mission, goals, procedures and values of the organization and enhance sense of belonging and commitment of employees thus plays a crucial role in creating trust in the implementation and execution phase.

Kumar et al. (2006) pointed out that a healthy communication system is enhanced by adapting to organisational challenges through variables affecting communication like channels, media, information and technology. Poor communication is caused by entrenchment of roles, expectations and inflexibility of symbols, culture, power and narratives. Alexander (2001) argued that communication is the link between the senior managers and the workforce but very little messages and information is communicated during implementation and is blamed on physical environment challenges caused by space, noise, place, climate and time factors; wrong choice of medium challenges; semantic barriers and psychological challenges caused by attitudes and relationships.

#### **2.4 Summary of Empirical Studies**

Structure is the design of organizations through which the enterprises are administered. <sup>2</sup> Organization structure consists of activities such as allocation of tasks and supervision which are directed towards the achievement of organization goals. Organization structure is thought to have various dimensions; strategy, people, processes and rewards.

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Culture helps subordinates and senior managers decide the way employees interact at their workplace since organization culture brings all the employees on a common platform. Culture communicates to people through stories, symbols, rituals and routines, organization structure and artifacts thereby supplements the rational management tools such as communication and structure.

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Leadership is the process by which a person influences others to accomplish an objective or goal of the organization and guides the firm in a way that makes it more united and coherent. A leader makes vision and mission statements work for the organization, review organization culture and develop a leadership competence network.

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Resources like people, money, raw materials and capital resources go through the production process to produce finished products. Resources are tied together to create organization capabilities which lead to competitive advantage. Organizations capture their resources at the management level where all elements are availed for purpose of planning the strategy.

Communication includes the use of symbols to create and maintain the firm's images, mission and values. It assists on giving instructions concerning power and politics within the organization. It supports subordinates and team members by socializing them with computer technology. Communication is linked to implementation of strategy and it influences message quality, accuracy and clarity.

## 2.5 Research Gaps

Several studies have indicated that strategy implementation is a complex and demanding task as evidenced in Kroon (2005) among other cited authors in the earlier literature. <sup>24</sup> Candido and Santos (2015) in their article “Strategy implementation: what is failure rate?” noted that the hindrances of successfully implementing organization strategies has long been recognized in the literature; for example Thompson and Strickland (2007), Alexander (2010) and Day and Reibstein (2007). Even with all this criticism, strategic management is a widely practiced undertaking within the corporate world and a lot of companies have benefited from its use. Even though many researchers have studied the strategy implementation process; that is Freedman (2003), MacLennan (2010), Roney (2013) among others, there is a given trend where they all embark on their studies using different paths leading to very differing causations and none has been able to bring together all these factors together in the same document.

Each of the researchers has come up with different theoretical foundation and these theories differ in that they provide different paths to achieving successful implementation of the strategies. Meyer and Rowan (2008), Okumu (2003) and Speculand (2009) among others claim that though outstanding advancement has been made in the field of strategic management, implementation of strategy problems and challenges still persists. Therefore it is important for scholars, researchers and practitioners to make this their ongoing concern. Most studies done do not explain what determinants influence strategy implementation hence this study was set to fill this gap by trying to examine the factors influencing the implementation of strategic plan at Multimedia University of Kenya.



# 1 CHAPTER THREE: RESEARCH METHODOLOGY

## 3.1 Introduction

This chapter covered the research design adopted for the study, tools for data collection, and procedures for data analysis. It discussed the methodology used to explore the factors that are influencing implementation of strategic plan at Multimedia University of Kenya.

## 35 3.2 Research Design

The research design that was adopted was a case study. This research design was a detailed outline of how an investigation took place on an in depth analysis that focused on a specific organization. A research design typically includes how data was collected, what instruments were used, how the instruments were used and the intended means for analyzing data collected (Business Dictionary).

18  
A case study is a qualitative approach which involves the investigator explores a careful and complete observation of a social unit through in depth data collection involving multiple sources of data (Kothari, 1990). This was appropriate since it gave detailed investigative of a single unit thereby emphasizing on depth rather than breadth analysis concerning implementation of strategic plan at Multimedia University of Kenya.

## 3.3 Data Collection

19  
Both primary and secondary sources of data were used to obtain information for the study. Primary data was obtained through interview guide. Interview guide provide the interviewer with greater freedom and minimal restrictions. It helps in directing the conversation towards the topic of study and also it assists to know what to ask about, how to present questions and how to pose follow ups (Bromley, 1986; Paton, 1990).

The interview guide was developed using semi-structured interview questions. The interview method used was face-to-face interview.

Secondary data was obtained from Multimedia University News Bulletins, Strategic Plan and Human Resource Manuals. The information obtained from the secondary sources supplemented the information gathered from interviews to provide a comprehensive report on the strategy implementation practices and the factors influencing strategy implementation at Multimedia University of Kenya. The interviewees consisted of 8 managers of MMU. They included the Head of Research and Innovation, Head of Strategic Planning Committee, Head of Computing and IT, Head of Business and Law, Head of Human Resource Management, Head of Media and Communications, Head of Science and Technology and Dean of students. The interviewees were selected because they were involved directly in implementation of strategic plan process at Multimedia University of Kenya.

29

### **3.4 Data Analysis**

Content analysis technique was used to analyze the data. Analysis of the data was through comparison with theoretical approaches and empirical findings documented in the literature review. Content analysis is the standardized qualitative description of the composition of themes, concepts or characters of the study to develop a coding system of the data (Mugenda and Mugenda, 2003). As for Weber (1985) content analysis is a research tool that utilizes the presence of certain words, sentences or phrases within a set of texts. Hence content analysis was considered as the most effective type of analysis for the study.

The data was qualitative in nature hence made general statements on how patterns and relationships of data were related when collecting data (Mugenda and Mugenda, 2003). The primary data from the interview guide and the qualitative data from secondary sources were presented in prose form representing the <sup>5</sup> purpose of the study which was to find out the factors influencing implementation of strategy plan at Multimedia University of Kenya.

## CHAPTER FOUR: DATA ANALYSIS, RESULT AND DISCUSSIONS

### 4.1 Introduction

This chapter shows the result of the analysis of data collected through interviews. The data was analyzed using content analysis. The study starts with the analysis of the background information of the respondent and their organization then proceed to link the objective of this research with existing literature on the factors influencing implementation of strategic plan at Multimedia University of Kenya.

### 4.2 Respondents Background Information

This section presents the general information of the respondents at the Multimedia University of Kenya. These include: number of years worked in the university; the years the managers have worked in current position; strategic time frame and whether the respondents are involved in the strategic plan implementation process and the aspects they are involved in.

33

The study sought to establish the number of years the employees had worked in the university. The findings revealed that the Research and Innovation officer had worked for 14 years in the university; Head of strategy planning committee worked for 9 years; Head of computing and IT worked for 10 years; Head of human resource management worked for 15 years; Head of business and law worked for 8 years; Head of media and communications worked for 11 years; Head of science and technology worked for 5 years and Dean of students worked for 21 years.

The study established the number of years that the employees had worked in the university in their current position: For the Research and Innovation officer it was 5 years; Head of strategy planning committee was 6 years; Head of Computing and IT

was 3 years; Head of Human Resource Management was 8 years; Head of business and law was 5 years; Head of media and communications was 4 years, Head of science and technology was 5 years and Dean of students was 11 years.

The study determined the strategic plan time frame for the university. The respondents had indicated that the time frame was for 5 years. The recent strategy plan laid by the university was in the year 2011-2016, when the 5 years are due, strategic plans are reviewed.

The study investigated the employees who are involved <sup>4</sup> in the implementation of strategic plan process. The response revealed that the employees involved in strategic plan process include the Research and Innovation officers; the strategy planning committee, stakeholders and shareholders of the university. These prospectors are involved in decision making, planning, financing and sourcing for funds, review prior strategies, assess and create goals for the university to attain in the coming 5 years.

### **4.3 Factors influencing Strategy Plan Implementation**

The study sought to determine the factors influencing implementation of strategic plan at the Multimedia University of Kenya.

#### **4.3.1 Structure and Strategic Plan Implementation**

The study sought to determine the structures that exist in Multimedia University necessary to support <sup>4</sup> implementation of strategic plan. The respondents indicated that structure influences the implementation of strategic plan at the university. The respondents noted that structure can make it easier or obstruct strategy plan implementation. The structure that exists at the university specifies the management and governance, academic authority, and executive board. The Multimedia University governance board is Council and Senate. The top most people in charge of the

University are the Chancellor and Vice-Chancellor. The respondents identified that the Council meets six times a year and they advocate the university strategy plan. The Senate represents the academic authority and they meet four times a year. The Senate is presided over by the Vice-Chancellor and its members include senior managers of faculties, dean of students, unskilled staff and undergraduate representatives.

The University Executive Board which is the university's top management team. The board has an obligation for guiding and assisting on the strategic direction of the University. The board objectives is to involve the external environment influencing the organization and direct the affairs of the University on behalf of Council and Senate. The respondents noted that Strategic planning Committee reports to the University Executive Board.

The study also sought to determine whether the structure put in place allow for participation of the staff or workforce in decision making on <sup>4</sup> implementation of strategic plan. The respondents indicated that the structure put in place at Multimedia University allow for participation of the workforce on decision making process. Participation of middle and lower levels employees encourages the involvement and development of strategies and implementation of those strategies. The workforce is requested to share in the decision making process of the university by participating in activities such as strategy analysis, goal setting and crafting the strategy to improve the day to day activities. Other forms of employee participation activities include organizing, planning and implementation, policies formulation and career development.

### 4.3.2 Culture and Strategic Plan Implementation

The study sought to describe the organization culture and behavioral nature of Multimedia University in relation to implementation of strategic plan. The respondents pointed that culture of Multimedia University influenced implementation of strategic plan. The respondents were of the opinion that the organizational culture adopted limited approaches to shared beliefs, norms and values in strategic plan implementation. It was noted that the university did not build a collaborative company culture and team atmosphere that makes the line between management and employees closer. Culture can be classified in a scope of weak to strong cultures. The study noted that Multimedia University apparently has weak cultures.

The study also sought to determine whether the organization culture supports achievement of strategic objectives. The respondents indicated that the Multimedia University culture has the ability to permit or hamper the organization from attaining its strategic objectives. They noted that culture would greatly benefit by recognizing the kind of culture that supports the vision and mission of the organization towards developing effective implementation of strategic plan which was lacking in the university.

The respondents added that Multimedia University pointed out that constructing <sup>17</sup> an organizational culture that supports strategic objectives drives the customer value proposition which is more influential in achieving sustainable competitive advantage in the competitive trading centre. It is important to note that strategy is an idea which is realized through people's actions. The Multimedia University frequently overlooks this crucial component and is baffled when the strategy seems unproductive.

### 4.3.3 Leadership and Strategy Plan Implementation

The study sought to investigate whether leadership affect implementation of strategic plan in a positive or negative way. The respondents of the study indicated that leadership positively influences strategy plan implementation. This positive influence makes leadership to contribute majority of the success of the university strategy plan. It was well known that leadership is critical in strategy formulation and implementation and also determines the level of support the lecturers and other subordinates give to the strategic plan. The respondents recognize that senior management team is fundamental to the successful strategic plan implementation. Without sincere dedication from the team, a prosperous strategy implementation is likely not to happen.

The study also sought to determine the leadership style in reference to work and people and also the role leadership style play in the <sup>4</sup> implementation of strategic plan process. The respondents indicated that Multimedia University has employee involvement management style which offers various benefits to the different levels of the institution. Creating sense of ownership in the institution through employee involvement implants a sense of fulfillment and motivates the subordinates to increase efficiency and productivity in order to achieve the institution goals. Subordinates who take part in the decision making process of the institution feel like they are a part of the company with a common objective and purpose and also find their sense of dignity.

The respondents indicated that the role of the employee involvement style is that subordinates are more responsive to change than in circumstances in which they are



tongue tied. Change is executed more adequately when subordinates make contribution to decision making. Involvement of subordinates enables the workforce to be informed of upcoming events so they will be acquainted with potential changes.

#### **4.3.4 Resource allocation and Strategy Plan Implementation**

The study sought to establish the institutions' resources that set it apart from other organizations and competitors and how resource allocation influenced <sup>4</sup> implementation of strategic plan. The respondents indicated that the university resource that has set it apart from other competitors is ICT resources. The respondents noted resource allocation has influenced implementation of strategic plan. The university experiences scarce financial resources which is not readily available. When the resources diminish it is even more critical that budget allocation and strategy planning be tightly linked to safeguard funding shortfalls which can obstruct implementation of strategy plan. The respondents indicated that the university had the advantage of accessing external funding from development partners such as donor agencies, government asset development departments and private involvement but due to poor budgeting there is inadequate funding of capacity building.

The study also sought to determine the challenges that the organization's resources face and how this affects implementation of strategic plan. The respondents had identified the challenges faced in organization's resources that affect implementation of strategic plan. These challenges were the implementation being delayed by scarcity of resources and different activities competing for same resources. The respondents revealed that there is unused capacity due to deficient flow of resources, tasks and activities being adequately funded. This shows that scarcity of resources with different activities competing for same resources has overtime hindered

implementation of strategic plans. Lack of adequate availability of resources like technical knowledge, production resources, budgetary allocations, inventory, communication skills and information technology also pose a challenge to implementation of strategic plan at Multimedia University.

#### **4.3.5 Communication and Strategy Plan Implementation**

The study sought to determine the role communication plays in the undertaking of implementation of strategic plan at Multimedia University. The respondents indicated that communication is an important strategic factor in all levels of the university. The respondents added that communication at Multimedia University represents a complicated system of the information flow through two different types of networks; formal communication network and informal communication network. Formal communication network which they said is routine based and conventional <sup>3</sup> process of data transmission in spoken and written form pre-planned and modified with the needs of the institution while informal communication network does not follow pre-planned activities but there is an untroubled communication between the different teams or departments within the university.

The study also sought to determine the communication modes that the university uses between different levels of subordinates. The respondents indicated that the communication mode used at Multimedia University between levels of organization's employees is of different arrangements: oral and written form. Oral communication is the spoken word which is the top most used type of communication in the university through formal discussions and meetings. Written communication is tangible whereby it is much easier to confirm the information. The <sup>3</sup> written form of the communication is attached to technology which permits the university to convey the data.

The respondents also indicated that <sup>10</sup> communicational flow in the university can develop into many different routes: upward communication or downward communication. Upward communication is the one which information goes up from the lower level to the higher level in the institution. Data goes from the staff to the seniors. Downward communication is message or data flow <sup>3</sup> from the higher level to the lower levels in the institution. Data goes from the seniors to the subordinates.

This study also sought to know the challenges in communication at Multimedia University. The respondents identified that non-verbal form of the communication like body movements, eye contact and posture is often paid no attention to compared to the other forms of communication. Another challenge is that downward communication is time consuming and there is loss of <sup>3</sup> information on the path through the chain of command. Also frequently there is misunderstanding of the directions. The main challenge of the upward communication is message filtering and misrepresenting the original message. The challenge with written communication is that it is time consuming compared to the oral communication and there is not an immediate feedback.

#### **4.4. Discussion**

This section discusses the <sup>36</sup> findings of the study by linking the objective of the study with existing literature. Respondents were in agreement that though the process of implementation of strategic plan is not easy, Multimedia University must successfully implement its strategic plan if it has to survive in today's competitive environment.

#### **4.4.1 Structure and Strategy Plan Implementation**

Successful strategy implementation is dependant on organization structure because structure establishes key activities within the institution and the manner in which they will be coordinated to achieve the drafted strategy plan. The study found out that the organizational structure of the Multimedia University influenced implementation of strategic plan as a result of design of the university. This was found to be consistent with the findings of Kotter (2006) who noted that structural alignment emphasizes activities that ensure the most important types of coordination occur. The author attached structure to productiveness maintaining that management restructuring is mapped out to increase not only the productiveness but also the success of the management's institution.

According to Olson et al. (2005), long organizational hierarchies serve as barriers to decision making. Structure is associated with quicker responses to problems, coherent and consistent priorities, and increased unity of functions with the performance benefits of structural alignment. Organizational success and its relation to structure are insistent on information processing requirements so inhabitants have just the right and relevant information. However, the information flow is crucial to an organization's productiveness and should be designed to ensure that faculties and teams that need to coordinate their efforts have communication flow that is built into the structure.

#### **4.4.2 Culture and Strategy Plan Implementation**

The study found out that the culture of the Multimedia University influenced implementation of strategic plan. This was found to be consistent with the findings of (Kotter & Best, 2006) who noted that culture is greatly a form of social dominance

that affects subordinates decisions and behavior. Culture is persistent and operates unknowingly. It is an automated pilot directing subordinates in ways that are constant with organizational expectations. Organization culture influences the <sup>25</sup> employment planning, employee recruitment, employee selection, performance appraisal, career planning and development, compensation and industrial relations activities of an organization. This makes sense because outstanding behavior is driven by ethical values. A company can guide the conduct of its workforce by implanting ethical values in its culture.

According to Cameron and Quinn (2003), culture is the social glue that links human beings together and makes them feel included in the overall organizational experience. Subordinates are encouraged to incorporate the organization's governing culture because it meets their needs for social identity. This social glue serves as a way to entice new workforce and retain top-notch performers. Culture also helps subordinates understand the corporation events. Subordinates can also communicate more effectively and achieve maximum cooperation with each other because they share common mental representation of reality.

#### **4.4.3 Leadership and Strategy Plan Implementation**

The study found out that senior management of Multimedia University influenced implementation of strategic plan. The impact of the top management team must come together to converse, provoke and finally consent on the strategic direction and key elements of the strategy plan. Without sincere dedication from the top leadership team a prosperous strategy implementation is not likely to happen. This was found to be consistent with the findings of Nutt (2006) who noted that implementation of strategy rather than crafting the strategy, is the key to higher ranking of a corporation's

performance. However, high non-fulfillment rate of strategy implementation exist. Insufficiency of <sup>1</sup> leadership at the peak of the company has been identified as one of the major challenges to successful strategy implementation.

According to Hrebiniak (2006), strategic measurement can also assist in strategy plan implementation. Suitable measures show the strategy is paramount to the leadership team and dispense power and authority. Top management team also brings forth timely and error free feedback concerning the corporations performance and the performance of independent business units within the corporation.

#### **4.4.4 Resource Allocation and Strategy Plan Implementation**

The study found out that the resource allocation of the Multimedia University influenced implementation of strategic plan. This was found to be consistent with the findings of (Sterling, 2003) who noted that implementation of strategy addresses the challenge of formulating a strategy within the specified time frame, human resource capabilities and within budget allocation. Budgeting is an important part of any strategy plan especially where there is capital intensive strategy. Resources include expertise, materials, time, assets, information ,knowledge, land and capital controlled by the organization that allow the organization to implement strategic plan that enhance its productiveness and success (Kroon, 2005).

The Resource Based View emphasizes the importance of resources in organizational strategic plan. It detects that there is different types of resources used in the various organizations for growth, survival and overall productiveness (Barney, 1991). Distinctive firm's resources prompt a sustainable competitive advantage and usher to more effective implementation of strategic plan. Financial resources are for example

liquid securities, money, loans, mutual funds, stocks and credit lines which are offsetting collections in the total amount of budgetary resources.

#### **4.4.5 Communication and Strategy Plan Implementation**

The study found out that communication at Multimedia University influenced implementation of strategic plan as a result of communication flow at the university. The findings concur with Kroon (2005) who confirms that healthy communication provide a powerful sense of allegiance and identification to the organization and alter the job to a way of life which in turn would lead to an implementing strategy. To become successful strategy plan committee, top management team and communication manager should clearly communicate the new strategy decision with all the associated stakeholders. Goodman (1998) confirms that the role of communications manager in creating a healthy communication flow starts with shaping the organization's identity. The author explains the organization's identity is not merely concerning the organization's vision, mission, logos and business cards but identity is a combination of the above in addition to the subordinates and managers patterns of values and belief regarding their organization and the external public perception of the organization.

According to Weihrich and Koontz (1994), term the upward and downward communication flow of data as the direction in which the information of messages flows. Upward is the one which <sup>14</sup> messages are sent from the lower level employees to the higher level employees whereas the downward communication is the one which <sup>14</sup> messages are sent from the higher level employees to the lower level employees.

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**CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION  
AND RECOMMENDATIONS**

**5.1 Introduction**

The chapter presents the summary of the study's findings, conclusions, recommendations and suggestions for further studies.

**5.2 Summary of Findings**

The study found that organizational structures of the Multimedia University positively influenced implementation of strategic plan. The structure that exists at the university specifies the management and governance, academic authority, and executive board. The governing body was found to be the Council, the academic authority was found to be the Senate and University Executive Board was identified to be university's senior leadership team.

It was found out that the culture of Multimedia University negatively affected implementation of strategic plan. It was noted that the university did not build a collaborative company culture and team atmosphere that makes the line between management and employees closer. Culture at the university was categorized as weak cultures. They noted that culture would greatly benefit by recognizing the kind of culture that supports the vision and mission of the organization towards developing effective implementation of strategic plan which was lacking in the university.

Leadership positively influenced implementation of strategic plan at Multimedia University. The respondents recognize that senior management team is fundamental to the successful strategic plan implementation. Without sincere dedication from the



team, a prosperous strategy implementation is likely not to happen. The respondents indicated that Multimedia University has employee involvement management style which offers various benefits to the different levels of the institution.

Moreover, Multimedia University resource allocation negatively affected implementation of strategy plan due to scarce financial resources. The respondents revealed that there is unused capacity due to deficient flow of resources, tasks and activities being adequately funded. Lack of adequate availability of resources like technical knowledge, production resources, budgetary allocations, inventory, communication skills and information technology also pose a challenge to implementation of strategic plan at Multimedia University.

Finally, the study found out that communication positively affected implementation of strategic plan at Multimedia University and is an important strategic factor in all levels of the university. Oral communication is the main code of the communication in the university through formal discussions and meetings. The way employees communicate is fair but much was desire to enhance effective information flow.

### **5.3 Conclusion**

Implementation of strategy is very crucial for the functioning of the institution. From the findings, the study concluded that Multimedia University has adopted practices that are geared towards effective implementation of strategic plan. Strategy implementation in the university is influenced by several factors that influence the accomplishment of its objectives. These factors include organizational structure, culture, leadership, resources and communication.

To begin with, the study concludes that implementation of strategy has been made easier by organization structure. Organization structure under study instituted favorable institutional procedures, reporting relationship, adequate communication of organizational vision and revenue collection which influence strategic plan implementation. The study concludes that organization culture under study instituted unfavorable traditions, laws, languages and values that are implemented in the institution progressively and negatively influence the implementation of strategy plan. The study concludes that senior management encouraged an employee involvement management style which recommends that at all level of management take part in making decisions hence favorably contributed the most to the implementation of strategic plan.

The study concludes that resource allocation under study hindered implementation of strategic plan due to scarce financial resources which is not readily available. Due to poor budgeting there is inadequate funding of capacity building. Lastly, the study concludes that communication under study instituted favorable communication and transparency between all levels of management and was found to play a crucial role in strategy plan implementation.

#### **5.4 Recommendations**

The main objective of this study was to investigate the factors influencing implementation of strategic plan at Multimedia University. The recommendations direct at making a better process of implementation of their strategy plan so that the university can fulfill their maximum potential and achieve competitive advantage. The Multimedia University should take steps to ensure the organization's structure that they have functions productively by creating a chart that outlines the duties of the

subordinates, by creating policies to handle grievances that may occur in the institution and holding weekly meetings of faculty heads . These meetings should assist each faculty understand how adequate strategy implementation affects the institution.

Clarification on the relevance of culture to strategy implementation at Multimedia University is needed to look into every culture's relationship with process of implementation. Also while developing strategy; it is paramount for the university management team to craft a strategy that is fully aligned to the culture in the university. This most often makes it easy to successfully implement strategic plans and also operate efficiently. The leadership team at Multimedia University may improve coordination and teamwork in the implementation of strategic plan. This can be done by exposing managers to change management programs and project management training. For the university to compete for funding and attract the right students and staff, the leaders have to evolve and create a unique value proposition founded on objectives with an aim of becoming a centre of excellence in teaching, research, innovation, production and extension.

To have adequate resources at Multimedia University much more investment is required in monetary terms to realize all the pre-determined targets. Authorities should adopt a variety of tools to ensure that organization's resources are well utilized implying commitment to target realization through sustainable funding. The most used channel of communication at Multimedia University should be listening, which should utilize most of the communication time. It helps the leadership team of the

institution improve on communicating timeline and deadlines, team building programs, information updates and strategy changes and updates.

### **5.5 Suggestions for Further Studies**

Though the purpose of the study was straightforward and successfully accomplished, several sections remain uncertain and require further research. First the study focused only on the factors influencing implementation of strategic plan. The concept of effect on performance should be examined for further study. Second, data was only collected from a single sector of newly established university that was carrying out strategy plan. It is suggested that further research be executed on other organizations. Third, whilst data collection was restricted to the use of interview guide more robust qualitative methods are suggested for future research namely; visual texts, observational research and focus group discussions. Finally, the study only focused on five factors influencing implementation of strategic plan of an organization namely resource allocation, culture, structure, communication and leadership. Other factors of an organization could be reexamined in a future research for example human resource factors, information systems, shared values and marketing constraints.

# FACTORS INFLUENCING IMPLEMENTATION OF STRATEGIC PLAN AT MULTIMEDIA UNIVERSITY OF KENYA

## ORIGINALITY REPORT

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**Buluma, Peter I.; Keror, Isaac K. and Bonuke, John M.. "Institutional Related Factors Affecting the Implementation of Strategic Plans in Local Authorities in Kenya: A Case of Municipal Council of Eldoret", International Journal of Business & Management, 2013.**

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