WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

THE EFFECTOF EFFECTIVE IMPLEMENTATION OF STRATEGIC PLANNING ON ORGANIZATIONAL GROWTH IN CASE OF WOLKITE UNIVERSITY

RESEARCH PAPER SUBMITTED FOR THE PARTIAL FULFILMENT OF BA DEGREE IN MANAGEMENT

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Declaration and confirmation

Declaration

I undersigned student, hereby declare that, this senior research paper is my original work, which has not been presented for the degree in other university and all the sources of materials used for this study have been fully acknowledged.

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Confirmation

This research paper work is conducted under my supervision and fulfils all requirements research standard of the program. I hereby approve the submission of this senior research project for examination.

Name: _____

Signature: _____

Date: _____

Approval

This research has been submitted for examination with my approval as a university advisor.

Approved by Bored of Examiner

Advisor signature

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Examiner signature

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Examiner signature

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Acknowledgement

First of all I would like to thank my almighty God who helped in every activities of my life. Second gratitude goes to my advisor **Mr.Mikias Metiku** for his valuable and continuous suggestion constructive Comment. Thirdly I would like to express my heartfelt gratitude for my family to support by morally and financially.

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ABSTRACT

To survive, organizations must respond and adjust to the social, economic, political, and environmental changes that occur. Unfortunately, in most organizations especially in the higher educational institutions, even strategic plans are carried out they are not implemented properly due to lack of appreciation and knowledge of the effective implementation of strategic planning on organization growth The main objective of this study was to examine the effective implementation of strategic planning in the higher educational institutions. To achieve the objectives 49 questionnaires distributed to full information about department head of the Wolkite University. Descriptive type of research design has been employed to conduct the study. The researcher has used primary and secondary source of data and questionnaires and interviews would be as data collection methods for primary source. Descriptive type data analysis was used for analysis. Higher educational institutions face challenges in the implementation of their strategic plans due to the long processes of approval, release of funds, shortage of skilled in specialized areas, and lack of commitment from officials. The overriding conclusion is that, Strategic Planning is effective and positively affects the growth of higher educational institutions. Therefore the implementation of strategic plans should well monitor to ensure adherence to set of systems and procedures.

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CHAPTER ONE

1. INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Most of firms desire growth in order to prosper and not just to survive. Organizational growth, however, means different things to different organizations. Indeed, there are many parameters a company can select to measure its growth. The most meaningful yardstick is one that shows progress with respect to an organization's stated goals. The ultimate goal of most companies is profit, so net profit, revenue, and other financial data are often utilized as "bottom-line" indications of growth. Other business owners, meanwhile, may use sales figures, number of employees, physical expansion, or other criteria to judge organizational growth. Many firms desire growth because it is seen generally as a sign of success, progress. Organizational growth is, in fact, used as one indicator of effect ofness for small and large businesses and is a fundamental concern of many practicing managers (Cole, 2002). Ultimately, success and growth of an organization will be gauged by how well a firm does relative to the goals it has set for itself. Strategic planning is a key driver of organizational growth, Since it has to emerge as a strategic business partner helping the top management build an organization that is good not just for today, but for tomorrow and beyond. It is now working with the top management to propel the organization forward. Strategic planning should be reviewed and we stopped looking at what is happening in other strategies and start looking at best strategic planning practices in large corporate (Crosby, 1999).

Caplow(2009) States that Problems encountered with organization growth are that business owners seeking to guide their organizations through periods of growth, whether that growth is dramatic or incremental often encounter difficulties. After all, when a firm is small in size, the entrepreneur who founded it and usually serves as its primary strategic and operational leaders can often easily direct and monitor the various aspects of daily business.

In such environments, adds that the small business owner can also "understand a larger proportion of the relationships subordinates have with each other and with outsiders. Organizational growth, however, brings with it an inevitable dilution of that "hands-on" capability, while the complexity of various organizational tasks simultaneously increases. "As the organization grows," said Caplow, "control becomes more complex by the mere accretion of numbers. There are ways of reducing the complexity by delegating responsibility. Generally, for an organization to achieve its long-term vision it should formulate the right strategy & implement it correctly. That is why this study will concerns in assessing strategic planning practice.

1.2 Statement of the Problem

There has been scarce research on how to apply strategic planning in different management levels (Abraham, 2008). This is partly due to the fact that less attention on quality of services is being provided by government bodies. This trend changed due to government refocusing its effort on improvement of public services by implanting strategic planning at their organizations. However, despite claims relating to improvement of public sector through strategic planning implementation, concern has been raised that not all organizations attempting to develop strategic plans are pleased with the process. It observes also that the executives implementing the planning strategies forgot to match its plans with the monetary resources which had to be factored in their organization which hindered growth. (Stonner, 2008).

Issues have been raised by employees that the planning process tended to be inflexible and rigid since it operated in changing environment and poor adaptation to changing environment usually affect organization adversely. They perceive strategic planning process being unrealistic separated with actions which hindered growth, thus strategies not being linked with actions. (Brendan, 2008) This study sought to establish whether planning strategies were linked with actions in government agencies. The study was explore ways in which adapt to turbulence environment, questions of how strategic plans are flexible, were addressed and highlighted the role of heads of department that had direct link at planning and implementation of the strategies set. The study therefore sought to identify the effects of strategic planning on organization growth.

In view of the many challenges that organizations are exposed to, it is imperative for them, both profit and nonprofit organizations, to anticipate challenges, identify their strengths to meet anticipated challenges and take control of available opportunities to obtain maximum productivity. Some public organizations do not attach any importance to strategic planning and therefore do not have strategic plans for their organizations. Unfortunately, in most organizations, especially in the higher educational institutions, even strategic plans are carried out they were not implement properly. This could bear out of lack of appreciation and knowledge of the effect of implementation of strategic planning to organizational growth.

In an attempt to address this unfortunate development, there is the need to critically assess the effect of implementation of strategic planning in the higher educational institutions to enable management appreciate its worth in gaining competitive advantage at the market place.

1.3 Research Questions

1. What is the existing practice regarding strategic planning in the Wolkite University?
2. How much is strategic planning effecting the growth of the University?
3. What are the challenges in the implementation of strategic plans in the University?

1.4. Objectives of the Study

1.4.1. General objective:

The general objective of the study was an attempt to assess critically the effect of effective implementation of strategic planning in the higher educational institutions with particular reference to the Wolkite University.

1.4.2. Specific objectives:

Specific objective of this study is to.

- Examine the practices of organizations with regard to strategic planning in Wolkite University.
- Critically assess the effect of effective implementation of strategic planning on the growth wolkite university

- Examine the challenges in the implementation of strategic plans and ways of meeting the challenges.

1.5. Scope of the Study

The higher educational institutions in Ethiopia are many. It comprises all governmental and private colleges and Universities. However, because of limited time, lack of resources, and access to information, the study is limited to the Wolkite University Department heads. This means that the research was benefit much from primary information.

1.6. Significance of the Study

The thrust of the study is aimed at contributing to knowledge with regard to strategic planning and its effect of implementation on organizational growth in the higher educational institutions.
The findings of this study will have great value for department heads of Wolkite University and strategic planning in higher educational institutions & its effect of implementation on organizational growth and it will also clarify the challenges and the ways to meet them.
The study will also contribute with regards to encouraging managers in higher educational institutions to adopt strategic planning in the management of their entities in order to have competitive advantages in their institution.Lastly, this paper will help the researcher acquire and develop knowledge in strategic planning it will likewise aid other interested researchers for farther investigation

1.7 Organization of the Study

The study comprises five chapters. Chapter one was deals with introduction and gives an overview of the study, which serves as an introductory chapter to the entire research. Chapter Two covered a review of effect of literature on the research topic. It deals with thorough discussions of existing literature and research effect of to the study and therefore provides the conceptual framework for this research. Chapter Three deals about the research methodology and discusses the data collection methods and justification of selected research techniques. Chapter Four was presents, analysis and evaluation of collected data. Chapter Five**:** the final chapter drew information from previous chapters to provide findings, conclusions and recommendations.

CHAPTER TWO

2. LITERATURE REVIEW

2.1Theory

This chapter covers a review of effective literature, which acts as a foundation to the rest of the study. It explores areas that are pertinent to the study. It provides the conceptual framework for this study to guide readers to understand the concepts and principles of strategic planning and other related concepts.

2.1.1Strategic Planning

The term strategic planning according to Thompson and Strickland (2003) refers to the managerial process of forming a strategic vision, setting objectives, crafting a strategy, implementing and executing the strategy, and then over time initiating whatever corrective adjustment in the vision, objectives, strategy, and execution are deemed appropriate.

Daft (1993) defines strategic planning as the set of decisions and actions used to formulate and implement strategies that will provide a competitively superior fit between the organization and its environment so as to achieve organizational objective.

Taylor et al (2005) define strategic planning as consisting of the analysis, decisions, and actions an organization undertakes in order to create and sustain competitive advantage. This definition according to Taylor and others captures two main elements that go to the heart of the field of strategic planning. First, the strategic planning of an organization entails three ongoing processes: analysis, decisions, and actions. That is strategic planning is concerned with the analysis of strategic goals (vision, mission, and strategic objectives) along with the analysis of internal and external environment of the organization. Second, the essence of strategic planning is the study of why some firms outperform others. Thus, managers need to determine how a firm is to compete so that it can obtain advantages that are sustainable over a lengthy period.

2.1.2Strategy

There are many definitions of strategy as there are experts and commentators in the field. Some definitions of strategy by various authors are given below:

A company's strategy according to Thompson and Strickland (2003) consists of the competitive efforts and business approaches that managers employ to please customers, compete successfully, and achieve organizational objectives.Strategyare potential action that require top management decision and large amount of the firm's resource(Fred R .David).

2.1.3 Organizational Strategy

According to Wheelen and Hunger (2004), organizational strategy is a systematic plan of action adopted by organizations and/or individuals to achieve defined goals and objectives. Four levels of strategy may be isolated. These include corporate level, business level, functional level, and operational level. The corporate level is the highest of these levels gives direction to corporate values, corporate culture, corporate goals and corporate mission.

- **Corporate Level Strategy**
- **Business Level Strategy**
- **Functional Level Strategy**
- **Operational Level Strategy**

2.1.4 Corporate Level Strategy

- Corporations are responsible for creating value through their businesses. They however, do so by developing corporate strategies for managing their portfolio.

2.1. 5 Corporate Strategy Formation

According to Johnson G schools K and Frery F, (2002), corporate strategy formation involves a combination of three main processes, which are as follows:

- **Performing a situation analysis, self-evaluation and competitor analysis**: both internal and external; both micro-environmental and macro-environmental
- **Defining overall organizational direction:** This involves constructing vision statements (long-term view of a possible future), mission statements (the role that the organization gives itself in society), overall corporate objectives (both financial and strategic), strategic business unit objectives (both financial and strategic), and tactical objectives.

- Developing a strategic plan in the light of the overall organizational direction, the plan provides the details of how to achieve the objectives.

2.1.6 Strategy Implementation and Execution

Strategy implementation according to Arthur and Strickland (2003) concerns the managerial exercise of putting a freshly chosen strategy into place, whiles strategy execution deals with the managerial exercise of supervising the ongoing pursuit of strategy, making it work, improving the competence with which it is executed, and showing measurable progress in achieving the targeted results. Managing the strategy execution process as indicated by Thompson and Strickland is primarily a hands-on, close-to the scene department head that includes the following principal aspects:

1. Building an organization capable of carrying out the strategy successfully;
2. Allocating company resources so that organizational units charged with performing strategy-critical activities and implementing new strategic initiatives have sufficient people and funds to do their work successfully;
3. Establishing strategy-supportive policies and operating procedures;
4. Motivating people in ways that induce them to pursue the target objectives energetically and, if need be, modifying their duties and job behavior to better fit the strategy requirements of successful execution;
5. Tying the reward structure to the achievement of targeted results;
6. Creating a company culture and work climate conducive to successful strategy implementation and execution;
7. Installing information, communication, and operating a system that enable company personnel to carry out their strategic roles effectively day in, day out;
8. Instituting best s and programs for continuous improvement and;
9. Exerting the internal leadership needed to drive implementation forward and to keep improving on how the strategy is being executed.

2.2 Corporate Strategy Evaluation

Johnson et al (2008) also stated that, corporate strategy can be evaluated based on the following three key success criteria:

Suitability which deals with the overall rationale of the strategy, the key point to consider is whether the strategy would address the key strategic issues underlined by the organization's strategic position. Tools that can be used to evaluate suitability include:

- Ranking strategic options
- Decision trees

Feasibility which is concerned with whether the resources required to implement the strategy are available, can be developed or obtained. Resources include funding, people, time and information. Tools that can be used to evaluate feasibility include:

Cash flow analysis and forecasting

Break-even analysis

Resource deployment analysis

Acceptability which is concerned with the expectations of the identified stakeholders (mainly shareholders, employees and customers) with the expected performance outcomes, which can be returns, risk and stakeholder reactions. **Returns**, deals with the benefits expected by the stakeholders, **Risk**, deals with the probability and consequences of failure of a strategy (financial and non-financial), and **Stakeholder Reactions**, involves anticipating the likely reaction of stakeholders.

2.3 Challenges in the Implementation of Strategic Plan

According to a study by Pierce John A and Robison Richard B (2000) p: 490-509Eisenstat, published in the summer 2000 issue of "Sloan Management Review," the six silent killers of strategy implementation are top-down or complacent upper management, unclear strategy and conflicting priorities, ineffective senior management team, poor vertical communication co-ordination across the enterprise and inadequate middle-manager and supervisor management skills.

Pierce and Robinson (2000) contend that, implementing business strategy is difficult and challenging. Various obstacles have been discussed by these authors to alert higher educational institution managers to the level of difficulty involved in operating programs in a result-oriented fashion. By recognizing the complexity and magnitude of business strategy implementation, managers can approach the challenge with realistic expectations. According to Pierce and Robinson, there are significant challenges that could inhibit success unless dealt with

aggressively and effectively. They include cultural issues, pessimism and skepticism, false support, passive resistance, preretirement lethargy, mismatches between strategy and structure, lack of funds, information technology constraints, communication gaps, and influence of unions and organized labor. Success requires senior management sincerity, support, and involvement. Without these critical ingredients, ambitious goals are unlikely to be achieved. It also requires involvement of all managers at all levels to work effectively (Pierce and Robinson2000).

2.4 Effective Implementation / Benefits of Strategic Planning

While there are a number of potential benefits associated with strategic planning, a number of arguments or criticisms have been leveled against it. Notable among the critics are Peters and Waterman (1982) in the USA, and Stacey (1991) in the United Kingdom (UK). Despite some criticisms, some other authors like (Byars, et al, 1996) have argued the need for strategic planning. Bartol and Martin, (1998), and other scholars also agree that strategic planning has Effective for organizations. Some benefits or Effective of strategic planning as advanced by Bryson (2004), are as follows:

First, strategic planning enables management, staff, and other stakeholders to reflect on the nature of the organization, the present and future needs of its customers, and possible changes in the environment including technology, social trends, and economic forces. A systematic and objective assessment of the forces enables management to come to terms with unique strength of the organization. In this regard, the required strategic decisions can be taken.

Second, strategic planning can provide opportunity to involve the various levels of management in the process. As different levels of management participate in strategy formulation, they get a clearer sense of where the organization wants to go. This largely facilitates the integration of employees and management to the goal and objectives of the organization thereby assuring higher performance.

Third, strategic planning ensures that all the different units of the organization work together towards achieving the same objectives. Without a strategic plan, the organic units of the organization will slew off track. Strategic planning therefore provides an integrative mechanism for all organizational units to work together.

Fourth, through strategic planning an organization is able to have a sense of direction or road map that enables it to clearly see where it is going and where the future will lead it. Without a

sense of direction, an organization will spend its time reacting to problems thus, taking hasty and uninformed decisions that may be very costly.

Fifth, strategic planning enables organizations to understand how the expectations of stakeholders (e.g. government, customers, shareholders and employees) and the environmental forces that affect it (e.g. political-legal, economic, socio-cultural, and technological) affect the organization's growth in the changing world.

Sixth, strategic planning also nurtures in management the habit of periodically appraising the competitive position of their organizations. This compels management to be more proactive and conscious of the environment in which their organizations are operating.

Seventh, strategic planning clearly defines the purpose of the organization and establishes realistic goals and objectives consistent with that mission in a defined period within the organization's capacity for implementation.

Eighth, strategic planning enables management to communicate the organization's goals and objectives to the organization's constituents. There is the need to get employees informed or oriented about the mission, goal, and objectives of the organization in order to encourage them to work towards achieving the goal of the organization.

Ninth, strategic planning develops a sense of ownership of the plan and therefore ensures the most effective use is made of the organization's resources by focusing the resources on the key priorities.

Finally, strategic planning provide a base from which progress can be measured and establish a mechanism for informed change when needed.

2.5Strategic Planning In higher educational Institutions

2.5.1Why Higher Educational Institutions Need Strategic Planning

Universities are driven to engage in a strategic planning process by a variety of forces. These include: increasing demand for higher education concurrent with a decline in government funding, changing student demographics, and a need to compete with the emerging models of higher education while keeping the essence of a traditional comprehensive university. A strategic planning process can help prepare a university to face these emerging challenges. According to Benjamin & Carroll (1998, p.3), "if current trends continue, more than one third of the

Californians seeking to enroll in a state university are unable to do so by the year 2015." Consequently, to avoid such outcomes, universities need to "make major structural changes in their decision-making systems … and reallocate scarce resources" (Benjamin & Carroll, 1998, p.21). Universities should also "pursue greater mission differentiation to streamline their services and better respond to the changing needs of their constituencies" (Benjamin & Carroll, 1998, p. 22-23). Strategic planning can aid the university in accomplishing these tasks.

At least one demographic impact were positive. Institutions are compelled to become more introspective and analytical, to undertake long- range planning, something they did not have to do in good times. They were forced to set priorities and develop strategies, overcome institutional inertia and make long-overdue choices-for example, to identify areas of growing student interest and create new programs to replace those for which demand may have fallen off. A consumer orientation will benefit higher education. (Stewart, 1979. p. 23)

If colleges and universities are to survive in the troubled years ahead, a strong emphasis on planning is essential. The type of planning that appears to be most appropriate for the future is "strategic" market planning. It is one of the most revolutionary commercial sector developments in the last ten years and promises to be a potent tool for use in nonprofit organizations. (Kotler and Patrick, 1981)

2.5.2 Challenges Facing Higher Educational Institutions

Recent years have brought many changes to higher educational institutions. Following is a brief description of these challenges.

Decrease in state government funding

Public universities' share of the state budget is plummeting; according to David Breneman, it will decline to 1% in 2002 (from 12% in 1994). At the same time, according to Benjamin & Carroll (1998) the operating costs per student in higher education are raising.

Increase in demand for higher education

Demand for higher education is expected to increase sharply in the next decade. According to former CSU chancellor Barry Munitz, university enrollment in California will increase to 2.7 million in 2010, a 50% increase over 1.8 million in 1994. For CSU, this translates into an additional 100,000 full-time equivalent students (FTE) annually by 2010 (Cornerstones, p.2). In addition to the expected population growth, the proportion of the population that are attend

universities are increase. According to Benjamin & Carroll (1998, p. 9), "only college graduates are able to hold their own economically" by 2015. As more and more people recognize that a college degree is essential to their economic wellbeing, demand for higher education will increase.

Changing demographics

Students' demographic makeup is changing. In addition, the average age of the student population are increase, as more "older" students return to universities to get undergraduate degrees. Seeking "the best conditions for success of all its diverse students," universities need to provide education that will allow graduates to "fully participate in a diverse society committed to democratic values" (Cornerstones, p 3).

New models of higher education

New models of providing higher education have emerged in recent years. According to some researchers, a gap between what the public wants and what traditional universities provide is growing (Rowley, Lujan, &Dolence, 1997). Changes in the educational needs (i.e. a need for more specific, applied education), unmet by the existing system of higher education, have prompted emergence of for-profit, "convenience" universities. Adapting to the needs of the consumer-driven market (Traub, 1997), they view the student as a customer, target specific functions (based on the market need), and offer schedules convenient for students. Thus "traditional" universities must find ways to deal with this new competition.

Keeping elements of a "traditional" model

"Universities can't move completely away from a provider-driven model to a consumer driven form of higher education. … The quest for new knowledge, the analysis of theories and practices, and the free exchange of ideas would suffer if colleges and universities only offered what was popular" (Rowley, Lujan, &Dolence, 1997, p. 54). Eliminating disciplines because they are currently not in demand is contrary to the mission of a comprehensive university. Yet to some degree all campuses must consider student preferences for applied education and the larger labor market.

Economic transformation

The major economic growth areas, high-tech and high-tech based industries, employare well educated individuals, able to move easily among careers and employers. Who lack adequate education and competencies useful across career lines, especially those without at least a college

degree, its at a disadvantage, in terms of employment opportunities, earning capacity, and higher unemployment rates (Cornerstones, appendix, p. 2).

2.5.3 Need for Strategic Planning In Higher Education

Strategic planning is one of the major steps the universities can take to address these challenges. Strategy is a tool for the university to find its competitive advantage and place within the environment.

Universities must bring about the needed institutional redesign and devise an effective strategic plan for developing countries' human resources. By pursuing a greater mission differentiation and reallocation of resources they are better respond to the changing needs of their constituencies (Benjamin & Carroll, 1998).

The present lack of effective strategic planning has lead to dire predictions from many observers. According to Benjamin & Carroll (1998, p.1), "the present course of higher education in the state – in which student demand, tuition, and costs are rising much faster than public funding - is unsustainable. Unless significant steps are taken to address the situation, hundreds of thousands of students are denied access to higher education within the next 20 years." "That is a serious, sobering, economic, political, and social catastrophe, and there is nothing in the framework of a current situation that is likely to prevent that from occurring" (Breneman, 1995).

"Institutions of higher education that do not rethink their roles, responsibilities, and structures … can expect a very difficult time in the next decade and the next generation. Some are not survive. Most are expected to do much more with far less" (Glassman &Rossy, 1997.).

2.6 Impact of Strategic Planning On Organizational Growth: A Critique

During the period between 1960 and early 1970, a number of researchers set out to investigate whether or not planning pays. Most of the studies were conducted in the United States of America (USA) using a sample of American companies. Indeed, strategies of organizations at the time were meely mathematical computations of past performance. However, factors such as deregulation, increasing technological change and globalization made meaningless this approach to long-range planning. Organizations were therefore compelled to put in place a systematic approach of proactively dealing with environmental threat and opportunities as related to

organizations weaknesses and strengths. Thus, organizations recognized the importance of strategic thinking and planning (Hart, et al, 1994:251-269).

Ansoff and his colleagues (Ansoff, et al, 1970) published a study of 93 manufacturing firms in the United States of America. In the study, it was realized that firms engaging in acquisition activity in a "systematic Planned" way achieved high performance and growth.

In 1975, Malik and Karger also undertook a study on the relationship between strategic planning and business growth on sampled American firms and concluded that, there is a favorable relationship.

In a 1986 study of small firms in a 'stable, mature environment': Bracker and Pearceson found that, higher growth performance (in terms of sales volumes and return on equity) was associated with those firms that had a strategic plan.

In a similar vein, greenly (1989) conducted a review of nine previous studies on manufacturing firms in the USA and UK. One of the studies greenly reviewed was conducted by Karger and Malik. The study involved a sample of nine companies; they compared those companies that were planners' with a pair of non-planners. The comparisons were made based on variables such as sales volumes, sales per shares, earning per share, and net income. Greeley's finding was that, firms that had a formalized strategic plan performed better than those without strategic plan did.

In an article The Economist (1987) Michael Porter commented that" the criticism of strategic planning was well deserved. Strategic planning in most organizations has not contributed to strategic thinking." His solution: planning needs to be rethought.

2.7 Empirical review of literature

According to the research conducted by Al-Ghamd (1998) on Obstacles to successful implementation of strategic decisions, a survey conducted in the Saudi Arabian Petrochemical Industry, results showed that seven of twenty implementation problems identified from the literature were more frequently cited than the remaining ones. Two of the implementation problems were linked to human elements in the process of implementation. Research results indicate the need for effective management support systems for staff employees, strategy-structure alignment, effective compensation systems, and top management involvement in order to facilitate the process of implementation. These suggested managerial actions for improving strategy implementation revolve around 4 I's: Identify Inform, Involve, and Incentivize.

According to Alexander (1985) the overwhelming majority of the literature has been on the formulation side of the strategy and only "lip service has been given to the other side of the coin, namely strategy implementation". These studies, though increasing in numbers, are few and considered less "glamorous" than those on strategy formulation (Atkinson, 2006). On the other hand, problems with implementation continue unabated. This signals the need for balancing strategic planning with implementation based strategies and studies. Abraham (2000) conducted study on the effect implementation of strategic planning on the growth of organization. The findings of the study revealed that strategic planning if well implemented in the organization is effective towards growth. Strategic planning was appropriate, suitable, and reasonable and accepted to the organization.

2.8 Conceptual Framework

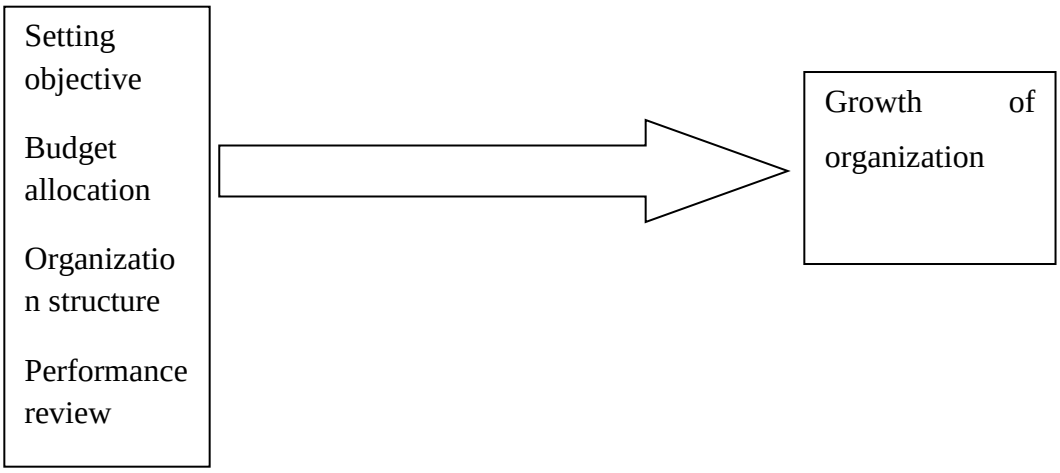


Figure 2.1 Relationships between variables

CHAPTER THREE

3. RESEARCH METHODOLOGY

The purpose of this chapter is to describe the methodology or procedures that were used in the study. The chapter consisted of the following: the sources of data for the study, sample methods, sample population, data analysis and measurement of the study.

3.1. Research Design

The researcher has used descriptive method for the research purpose since this method enables to assess the state of affairs of a phenomenon. In this research a single approach has used that is the survey research, which is one of the most common types of quantitative in social science research. Survey research was a method used to obtain information need by giving out questionnaires to the related population.

3.2. Target population

The target population to this study was department heads in Wolkite University. The total populations of wolkite department heads were 49

3.3. Data type and source

The study data was collected from both primary and secondary sources.

Primary data

Primary data was collected through the distribution of questionnaire to (49) department head of wolkite University.

Secondary sources

A secondary source of information was collected from various Journals on Strategic Planning, Strategic management and Corporate Strategy. Some effective Handouts and course books would be also consulates as well as Journals of the Wolkite University and department head.

3.4Census Method

Census is a complete enumeration of the total population under investigation. The researcher has used census method to collect data from the whole employees. The reason to used censuses is that the number targeted employee in the organization is small or manageable in size the total employees are “49” so the study used census survey.

3.5. Methods of Data collection

Open ended and close ended questionnaires would be used for designed and distributed to the department heads. The reasons conducting questionnaires because of primary source of data is more reliable than secondary data source, and this research was prepared by the interview than that of getting from written material and also the reason to use to open ended and closed ended questionnaires to get the factual and detailed information from the respondents to the problem.

3.6 Methods of data analysis

Data for the analysis extracted from the field survey. Each specific statement on the questionnaires was scored. Simple statistical methods like the frequency distribution table were used to analyze each statement. After determining the absolute figure for the various responses, percentage scores were determined for each statement.

CHAPTER FOUR:

4. ANALYSIS AND DISCUSSION OF DATA

4.1. Introduction

This chapter discusses the results of the structured questionnaire responded to by the 49 member sample size from wolkite University department head. It presents details of the data collected from the study as well as the effective discussion there on. The data is categorized under four constructs: the demographic characteristics of respondents; practice of strategic planning in wolkite university department head; and assessment of the effective implantation of strategic planning and challenges of strategic planning in the Wolkite University department heads. After presenting the tables and graphs on the responses, a brief interpretation or discussion is provided to facilitate an understanding of the data. From the distributed of 49 questionnaires 39 were filled and returned back to the researcher.

Part I Demographic Characteristics of Respondents

This is concerned with characteristics of respondents. It covers areas such as sex, age, and marital status, level of education, current department and current position. The tables below illustrate the demographic characteristics of respondents:

Table 4.1.1 Sex Composition of Respondents

Sex	Frequency	Percentage
Male	29	74
Female	10	26
Total	39	100

Source: own Survey 2020

Table 4.1 above, shows the sex composition of respondents. From the foregoing, the sex composition of the sample is somewhat unbalanced. Male, who constituted over 74% of the sample, dominates it, and very a small number of female were also included. This reflects the unbalanced proportion of female management of department head in Wolkite University.

Table 4.1.2 Age of respondents

Age	Frequency	Percentage
<25	0	-
25to 34	24	61
35 to 44	15	39
45 to 54	0	-
Above 54	0	-
total	39	100

Source: own Survey 2020

Table 4.1.3 above shows the age of respondents Out of the respondents, 61% of respondents were in the age between 25 to 34 and 39% of the respondents were in age between 35 and 44. but none of the respondents were below 25, 45 to 54, and above 54.This reflects most department heads are in the age between 25 to 34, because 61% of department heads are between in this age.

Table 4.1.3 Marital status of Respondent

Marital status	Frequency	Percentage
Married	29	74
Single	7	18
Other	3	9
Total	39	100

Source: own Survey 2020

Table 4.1.4 above shows the marital status of the respondents out of the respondents, 74 % of respondents were married and 18 % of respondents were single, while the remaining 9 % were not give response to me.

Table 4.1.4 Educational Level of Respondents

Education level	Frequency	Percentage
Diploma	0	-
First Degree	2	6
Above first degree	37	94
Total	39	100

Source: own Survey 2020

Table 4.1.5 above shows the educational levels of respondents out of the respondents, none had qualification below first degree. From the data, 6% of the respondents had a minimum of First Degree. This clearly demonstrates that the Wolkite University department heads has highly

qualified and educated personnel, which greatly affected the study. In a study of this nature, especially with respect to strategic planning, a certain level of thinking is required from respondents. To this end, the respondents' level of education was quite useful.

Part II Questionnaires analysis related to practice of strategic planning

Table 4.1.6 practice of strategic planning

No_	Item	Strongly disagree	%	Disagree	%	Neutral	%	Agree	%	Strongly agree	%	Total	%
1	There is practice of effective implementation of strategic planning in the university	0	-	5	13	9	23	25	64	0	-	39	100
2	There are challenges that hinder practice effective implementation of strategic planning	0	-	0	-	4	10	30	77	5	13	39	100
3	You have role in practice of strategic planning	0	-	5	13	9	23	25	64	0	-	39	100
4	The practice of strategic planning has the contribution on the growth of	0	-	0	-	5	13	27	69	7	18	39	100

	the university												

Source; own survey 2020

Table 4.4 above of **first item** shows that, majority 64% of respondents answered „agree' in response to whether the implementation of the Wolkite University department head commitment to ensuring effective strategic planning implementation. But only 13% were 'disagree' and 23% were neutral on the practice of effective implementation of strategic planning in the university. The Department head through the implementation of its strategic plan was able to achieve its objectives of improving on its service delivery by avoiding delays with quality. All these were concurrently achieved because of the formulation and implementation of the plan.

Concerning the **second item** totally 90% of the respondents responded agree but only 10% were neutral on the challenges that hinder practice effective implementation of strategic planning.

Therefore the majority of the respondents agree on the availability of challenge on the practice effective implementation of strategic planning

As shown on the above table of **item three** respondents responded DA, N, and A were 13%, 23% and 64% respectively. The majority of respondents said agree on having role in practice of strategic planning. This shows head of department play great role in the practice of strategic planning.

As indicated on the **last item,** totally 87% of the respondents confirm that the practice of strategic planning has contribution on the growth of the university. Therefore the largest percentage agrees with the contribution of strategic planning on the growth of the university

Part III Questionnaires related to effective implementation of strategic planning on the growth of university

Table 4.1.7 effective implementation of strategic planning on the growth of university

No_	Item	Strongly disagree	%	Disagree	%	Neutral	%	Agree	%	Strongly agree	%	Total	%
1	Strategic plan can ensure that department head of the organization	2	5	4	10	6	15	20	51	7	18	39	100

	work towards a common goal												
2	The department head through its strategic plan ensure better decision making at all levels within the organization	3	8	7	18	8	21	20	51	0	-	39	100
3	You have access to or copies of the Department head strategic plan document	0	-	6	15	0	-	24	62	9	23	39	100
4	Is it possible that, effective communication can be derived from the Department head strategic plan	4	10	10	26	5	13	15	38	5	13	39	100

5	Strategic plan can guide priority use and allocations of resources (human, financial, or material) in the Department head	0	-	10	26	0	-	16	41	13	33	39	100

Source: own Survey 2020

As indicated on the above table of **item one**, 69% of the respondents responded agree and 15% of the respondents were 'disagree' and 15 % were neutral. The majority of the respondents agree that strategic plan can ensure that department head of the organization work towards a common goal. This shows that strategic plan has positive effect on the organizations towards common goals.

The above table of 4.1.7 **item two** shows that, 51% of respondents agree that the department head of can ensure better decisions making through their strategic plan whiles 7% are disagreed. The overwhelming endorsement on the ability of a strategic plan to ensure better decision making also indicates the level of involvement of the department head of the Wolkite University Department head in the implementation of the organization's strategic plan. The plan for instance has stated goals and objectives and a purpose and therefore guides management such that decisions at any level are not taken outside the focus of the plan

From table 4.1.7 above, **item three,** as much as 62% of the respondents affirmed that they had access and copies of the strategic plan document but only 15% were disagree. Therefore Management of the Wolkite University recognizes that, allowing department's heads to have access to the strategic Plan document and having personal copies was effective, as it would serve as a guide and a reference material to all department heads. This ensures commitment and motivation from staff in the plan implementation.

The above table 4.1.7 of **forth item** shows that, totally 51%, of respondents confirm that, effective communication can be derived through the implementation of an organization's strategic plan whiles totally 36% are disagreed and the remaining 13 were neutral.

Most of respondents indicated that a strategic plan enhances effective communication within the department head.

The above table of fifth item show that, total of 74 % of respondents affirmed that, strategic planning guides priority use of resources in the department head of Wolkite University, whiles total of 26 disagreed. Management understands that resources are scarce and limited. The plan allows for sound and pointed allocation of resources –human, financial and material. Indeed, material, financial and human resources are strategically matched in order to ensure effective implementation of the plan

Part IV Questionnaires related to challenges in implementation of strategic planning

Table 4.1.8 challenges in implementation of strategic planning

No_	Item	Strongly disagreed	%	Disagree	%	Neutral	%	Agree	%	Strongly Agree	%	Total	%
1	Poor management of strategy and structure	0	-	9	23	10	26	20	51	0	-	39	100
2	Information technology constraints	0	-	3	8	0	-	30	77	6	15	39	100
3	Communication gap	0	-	3	8	0	-	32	82	4	10	39	100
4	Weak coordination	4	10	10	26	10	26	10	26	5	13	39	100

Source: own Survey 2020

As indicated on the above table 4.18, **for the item one** respondents said strongly disagree, Disagree, Neutral, Agree and Strongly agree were none, 23%, 26%, 51% and none of the respondents responded that Poor management of strategy and structure. The majority of the

respondents agree that poor management of strategy and structure was the challenge in implementing strategic planning. Caplow(2009) States that Problems encountered with organization growth are that business owners seeking to guide their organizations through periods of growth, whether that growth is dramatic or incremental often encounter difficulties.

Item two; as shown also in the above table 4.1.8, none of the respondents were Strongly disagree, 8% were DA, None of were neutral, 77% were A, and 15% responded that SA about information technology constraints in implementing strategic planning. Therefore the majority of the respondents were Agree. This shows that there is technology gaps within the university that constraint in implementation of the strategic planning. This shows that, to develop a strategic plan, the plan should contain statement of organization mission and goals, strategies for obtaining and utilizing the necessary technological, marketing, and financial and human resources to achieve organization goals

Item three; as shown on the above table of item three, the majority of respondents 82% responded agree and followed by strongly agree 10% and disagree 8%, there were no respondets responded 'SD' and' N'. Therefore communication gap is one of the challenges in implementing strategic planning.

Forth item; for the last item of table 4.18, as indicated on the above respondents said SA, DA, N, A, and SA were 10%, 26%, 26%, 26%, and 13%, respectively. The majority of the respondents responded agree which claims 39% totally. Therefore one can infer that weak coordination of management in the organization could be the problems in effective implementation of strategic planning within the organization.

Interview questions

What is the existing practice regarding strategic planning in the Wolkite University?

The question was raised related with practice of strategic planning for the key informants.

The response of the informants was as follows; External/internal assessment to identify «SWOT» (Strengths, Weaknesses, Opportunities and Threats). Strategic analysis is to identify and prioritize major issues/goals. Design major strategies (or programs) to address issues/goals. Design/update vision, mission and values. Establish action plans (objectives, resource needs,

roles and responsibilities for implementation). Record issues, goals, strategies/programs, updated mission and vision, and action plans in a Strategic Plan document, and attach SWOT.

How much is strategic planning effecting the growth of the University?

The second question raised for the informants is about how the strategic planning affects the growth of the university and the result is analyzed as follows;

Maintaining effective methods of communications with and between employees and departments, for example, become ever more important as the university grows. Similarly, good strategic planning practices have to be implemented and maintained. Establishing and improving standard practices is often a key element of organizational growth as well. Indeed, a large organization that undergoes a significant burst of growth will find its operations transformed in any number of ways. And often, it will be the owner's advance planning and management skills that will determine whether that growth is sustained, or whether internal constraints rein in that growth prematurely.

What are the challenges in the implementation of strategic plans in the University?

Issues had been raised by interviewee that the planning process tended to be inflexible and rigid since it operated in changing environment and poor adaptation to changing environment usually affected organization adversely. They perceived strategic planning process being unrealistic separated with actions which hindered growth, thus strategies not linked with actions.

CHAPTER FIVE:

Findings, Conclusion and Recommendation

5.1 Summary of Findings

After a thorough study of the operations of the Wolkite University Department head. The following findings were made

In the country, higher educational institutions have seen the need to formulate and implement strategic plans. The process of formulation and implementation of strategic plans is similar to the existing process of setting objectives, scanning, selecting strategies, implementation and evaluation.

The study revealed that highly qualified department heads makes it easier for the formulation and implementation of strategic plan and demands commitment and sacrifices from management and department head. The involvement of department heads facilitates easy implementation of the plan. Success requires senior management sincerity, support, and involvement. Without these critical ingredients, goals and objectives are unlikely to be achieved.

Higher educational institutions face challenges in the implementation of their strategic plans due to the long processes of approval, release of funds, shortage of skilled in specialized areas, and lack of commitment from officials.

Strategic plan serves as a rallying point for all department heads and a common guide for the achievement of goals. It ensures that all the different units of the organization work together towards achieving the same goal. Without a strategic plan the organic units of the organization are slew off track and strategic planning therefore provides an integrative mechanism for all organizational units to work together.

Strategic plans involve allocation of resources and occur at all levels of the organization. Thus, it ensures the most effective use is made of the organization's resources by focusing the resources on the key priorities. Clarifies the ways of doing things in the organization and provides a common focus. An organization is able to have a sense of direction or 'road map' that enables it to see where it is going and where the future leads it.

Overall, Strategic planning gives an organization competitive advantage. Organizations operate in constantly changing and competitive markets and in planning strategically, management can periodically appraise the competitive position of the organization compelling them to be more proactive and conscious of the environment in which their organizations are operating.

These findings are in tandem with the aims of strategic planning identified by Koteen (1989) "that Strategic planning provide strategic direction, guide priority use of resources, set standard of excellence, enables organization to cope with environmental uncertainty and change, and provide objective basis for control and evaluation".

5.2. Conclusion

The study was conducted with the intention of assessing the effective implementation of strategic planning on organizational growth in the higher educational institutions and the main focus was the Wolkite University department head. This was done through the questionnaire sampled to department heads of the Wolkite University.

Strategic planning makes decision in response to predictable changes, identification of external threats and opportunities. The organization through speculation of future events may lead to influencing the future events influencing the future for the benefit of the organization growth and after considering all facts. Important decisions can be made hence avoiding crisis situations. It makes it easier for the coordination of divisions, subsidiaries and other component part of the organization hence act as a focal point for al operation in the organization, the organization can analyze its position through strategy formulation hence know its internal weakness and hence how to get a remedy.

From findings, it was concluded that strategic planning if well implemented is effective. Strategic planning was appropriate, suitable, and reasonable and accepted to the organization. It clearly indicated that strategic planning helped the organization evaluate its business by identifying its long term goals, objectives, monitor performance and allocating its resources thus enhancing performance in terms of growth. The researcher therefore conclude that in order for a company to enhance its growth it should enable the organization to implement an effective strategic planning so that it can be able to increase its profits, revenue, number of customers, employees thus leading to its growth.

5.3. Recommendations

In view of the findings from the study, the following recommendations are made for the consideration of the Wolkite University departments head

- All higher educational institutions should adopt the culture of strategically planning their operations.
- Departments should well equip to participate in the planning exercise.
- All objectives should live up to its acronym SMART (Specific, Measurable, Achievable, Realistic and Timely), so that the exercise are fruitful.
- The implementation of strategic plans should well monitor to ensure adherence to set of systems and procedures.
- Effective communication, coordination and technologies should be implemented in the institution

5.4 Suggestion

This study is not conclusive and as such it is recommended that further research be undertaken in this area in order to build a cost effective, time saving and quality implementation of strategic planning process to improve organization growth further. There is need to examine further any effort that can enable strategic planning be more effective towards organization growth. The study proposed further research in the following areas; factors to be considered during strategic planning implementation process for it to be effective towards growth and ways of overcoming factors that undermine planning process towards organization growth.

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Appendix

WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

EFFECTIVE IMPLEMENTATION OF STRATEGIC PLANNING IN CASE OF WOLKITE UNIVERSITY

Dear respondent

This questionnaire is prepared to collect the required data for the study conducting on the effective implementation of strategic planning of the Wolkite University for the partial fulfillment of the requirements bachelor degree (BA) in management

The researcher is a prospective graduate at the end of current academic year. Your response to these questions is important to complete the study. Therefore, the researcher kindly requests you to answer the questions genuinely.

All information you provide will be kept with confidential and will not be used for other purposes except for intended research purpose.

PART 1: DEMOGRAPHIC DATA (Tick Appropriately)

1 Age a. < 25 b.25 to 34 c. 35 to 44 d. 45 to 54 e. Above 54

2. Gender: a. Male b. Female

3. What is your level of Education?

a. Pre-university b. Diploma c. Degreed. D. Higher Degree (Postgraduate/Masters/PhD)

4. Marital status a. Married b. Single c. Other

I Questionnaires related to practice of strategic planning

No_	Item	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	There is practice of effective implementation of strategic planning in the university					
2	There are challenges that					

	hinder practice effective implementation of strategic planning					
3	You have role in practice of strategic planning					
4	The practice of strategic planning has the contribution on the growth of the university					

ii Questionnaires related to effective implementation of strategic planning on the growth of university

No _	**Item**	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
1	strategic plan can ensure that department head of the organization work towards a common goal					
2	the department head through its strategic plan ensure better decision making at all levels within the organization					
3	you have access to or copies of the Department head strategic plan document					
4	Is it possible that, effective communication can be derived from the Department head strategic					

	plan					
5	Strategic plan can guide priority use and allocations of resources (human, financial, or material) in the Department head					

Iii Questionnaires related to challenges in implementation of strategic planning

No_	Item	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Poor management of strategy and structure					
2	information technology constraints					
3	communication gap					
4	weak coordination					

Interview question

1. What is the existing practice regarding strategic planning in the Wolkite University?
2. How much is strategic planning effecting the growth of the University?
3. What are the challenges in the implementation of strategic plans in the University?