

**MANAGEMENT OF STRATEGIC CHANGE AT PAN
AFRICA CHRISTIAN UNIVERSITY NAIROBI, KENYA**

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DECLARATION

This research project is my original work which had not been submitted before in any institution of higher learning for an award of merit.

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This research project has been submitted with my approval for presentation as university supervisor.

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DEDICATION

This project is dedicated to my parents for instilling in me values of discipline and hard work that gave me a strong foundation to finish this research project.

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ABBREVIATIONS AND ACRONYMS

CHE	Commission for Higher Education
KLCM	Kurt Lewin Change Model
PAC	Pan Africa Christian
PhDs	Doctor of Philosophy
TCL	Transformational Church Leadership Programmes
TRA	Theory of Reasoned Action
UK	United Kingdom

ABSTRACT

The environment is constantly evolving. This has forced organizations to find ways of coping to survive. This study was set out to determine strategic change management practices and the challenges that face implementation of strategic change management at PAC University. The study implemented a case study research design where raw data was collected with the help of an interview guide. Data collected was analyzed using content analysis. It was found that the strategic change management practices utilized by the institution involved adoption and implementation of ICT infrastructure, regular training and development, aligning change to strategic goals and targets, adequate support by the top management team, participative communication and decision making, provision of organisational resources and motivation and reward. These change practices were implemented purposely to achieve in strategic change implementation. Implementation of strategic change practices was found to contribute towards the achievement of strategic goals. Some of the main challenges that hindered implementation of strategic change management practices included inadequate finances, failure to involve employees in key decisions, lack of top management support. It was recommends that PAC University should commit more resources to invest in modern technology, sponsor their employees to a regular training programmes and involve all the stakeholder in key decisions. PAC University which implies that the results obtained under this study cannot be applied directly in another university or to make generalization of all private universities in Kenya. Future researchers should replicate this study to include all the public and private universities in Kenya in order to do a comparison of the after which a more reliable conclusion can be drawn.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The environment is continuously changing, this has necessitated organisations to find coping strategies to survive. Peng and Litteljohn (2011) posit that managing strategic change is an issue that is gaining popularity since organisations consider this concept important in meeting stakeholders' needs and improving overall performance of the business. Schaap (2011) asserts that strategic change is a practice adopted by organisations with a prime goal of introducing positive change that is expected to alter ways of doing things by creating a favourable environment for business to thrive. Overtime, managing strategic change is a difficult task that requires the executive management to commit a lot of their time and resources to successfully implement change.

This study was anchored on two theories which include: Theory of Reasoned Action, and Social Cognitive Theory. Theory of reasoned action maintains that individual performance of a given behaviour is defined by his or her intention to perform that behaviour. There are two critical factors that shape an individual's intention. Firstly, is a person's attitude for change to occur? The attitude to the desired behaviour must be positive for change to take place. Secondly, is the influence of an individual's social environment or subjective norm which is a factor that shapes the attention of an individual (Stalk, Evans & Shulman, 2012). Social Cognitive Theory posits that employees learn a lot in the work places through experiences; this improves their skills and performance (Sterling, 2013).

Institutional growth is essential in capacity building to accommodate students from different parts of the world. This will promote cultural diversity among students and improve access to higher education and enhance an institution's capability to compete with other universities globally (Zagotta & Robinson, 2012). In line with this, strategic change involves altering the vision and the objective of an organisation to achieve greater success. Strategic change is aimed at assisting an organisation to cope with the environment for survival. Pan Africa Christian (PAC) University is considering diversifying its courses in order to cope with the market demands, attract more students and compete with other universities (Kamau, 2015).

1.1.1 Concept of Strategic Change

Stalk et al. (2012) define strategic change as change of the firm's strategy. Schaap (2011) define strategic change as reorganizing a firm aiming to achieve specific targets. Examples include a change of the organization's policy, target market or structure of the firm. A strategic change is the way in which the firm makes changes to achieve its set goals. To successfully implement strategic change, the firm should have a clear strategic plan on how to adopt change and aligning these changes to organisational goals (Skivington & Daft, 2011). Strategic change is a plan which is enhanced by the need for firms to position themselves in an environment which is competitive and dynamic. Some of these competitive conditions include technological changes, regulatory framework and customer needs (Zagotta et al., 2012). Change allows the firm to effectively cope and adjust to changes in the environment for instance technological changes to accommodate the changing needs of the consumers. In so doing, the organisation can perform its roles and work towards achieving corporate goals and targets.

Peng et al. (2011) observe that the environment is constantly changing this has forced firms to develop ways to counter challenges in the environment in order to survive.

1.1.2 Strategic Change Management

Thompson (2012) defines strategic change management as a logical way of managing change from the organisational and individual perspective. It involves aligning organisational resources and people to work in a similar direction to successfully adopt change in the work place. Management of change can also be viewed as a strategic program that acts as a point of reference for the future of the organisation. Through strategic change management, an organisation can implement planned change within the confines of set standards to boost success in the implementation of strategic change. This can be realized through effective cooperation between top management and employees (Westover, 2010).

Richard (2010) notes that strategic change management is meant to bring about positive change in a manner that is adoptable and sustainable to enhance the realization of set goals in the short and long-run. The effectiveness of change is felt in the long-run, sustainable management of change is critical in ensuring that the firm survives in the long-run. This is so because the most critical objectives of the firm are long-term in nature and thus, for change to be sustainable it has to accommodate the set goals and objectives of the firm.

Strategic change management provides an understanding of distinctive traits of change. These include a supportive culture and consideration of risks of change and resistance to change. When a firm is considering a change management strategy, it must formulate a change management strategy which provides direction of the change

process and the processes for implementation. A strategy that is well formulated gives a clear description of whom and how the strategy affects the firm.

Strategic change management seeks to bring positive change in the organisation which provides a conducive environment for the firm to perform its roles efficiently while meeting the needs of all its stakeholders (Stalk et al., 2012).

1.1.3 Higher Education System in Kenya

Kenya's university education started in 1963 with only 571 students who had enrolled in Nairobi University College (Weidman, 1995) (Kenya National Bureau of Statistics 2009). Efforts to improve the quality of higher education in Kenya have contributed to its growth and expansion in the recent years and subsequent concern about sustaining quality of university education. While higher education has provided numerous opportunities for students to further education, acquire knowledge and skills for gainful employment, as a result of uncontrolled and unplanned growth of this kind of education it has resulted to a significant decline in the quality of Kenya's higher education. Today, issues of quality and quality assurance have been a subject of discussion concerning institutions of higher learning.

Kenya has middle level colleges offering diplomas in specific fields such as computer science, engineering and education. Most of these institutions of higher learning were among the ones that were elevated to a status of a university college. Despite the rapid growth of the universities that have taken place over the years, there lack enough capacity to accommodate all the universities who qualify for higher education. Today, most private universities have come up to provide an opportunity for self-sponsored students to access university education (Kigotho, 1999).

1.1.4 Pan Africa Christian University

This University was established in 1989, as a non-profit making institution. Currently, this institution has been operational for a period of 27 years; the institution's operations are guided by policies based on past records. This seeks to ensure that the university maintains the set standards and regulations in execution of its activities. It consists of academic and non-teaching facilities to its students. This is aimed at ensuring that the students have a comfortable learning environment that comprises of a library, sport facilities, exchange programmes, online courses and distant learning opportunities as well as administrative services. The university has had a rapid growth mainly from the increased population of students. This kind of growth has created a need to increase capacity of this institution.

1.2 Research Problem

Organisations have realized the importance of strategic change as a means of enabling them to continuously cater for the evolving customer needs. Sterling (2013) insists that firms seeking to remain competitive must adopt strategic change to remain relevant in the market place. Stalk et al. (2012) note that to survive and maintain competitiveness in the environment, organisations have no choice but to adopt strategic change (Edmonds, 2011). Schaap (2011) asserts that successful implementation of strategic change enable firms to continuously meet evolving customer needs. While environmental changes have forced organisations to devise coping strategies in order to survive, some organisations have succeeded while others have failed.

Institutions of Higher learning that have adopted strategic management change in Kenya have succeeded while others have failed. Ndirangu (2015) found that adoption of strategic change by public universities was not easy to achieve because of costs constraints and leadership problems. Kamau (2015) indicated that implementation of strategic change impacted positively on competitiveness and improved quality of education. In view of this, Kinyanjui (2014) explained that the changes that PAC University underwent through from the time it was a Bible College, attracted many students due to increase in the courses offered.

Strategic change management is a subject that has attracted empirical and theoretical argument as follows: A study by Thompson (2012) assessed the effectiveness of strategic change management and performance of service firms in Australia. It was found that strategic change management improved firm performance. Another study by Bidley (2008) examined the impact of strategic change management on quality services in the public sector in Europe. It was unveiled that use of strategic change management improved quality of services. Richard (2010) found that strategic change management improved value for services offered by firms in Amsterdam, Holland.

Mekumani (2013) examined the contribution of strategic change in institutions of higher learning in Kampala, Uganda and it was discovered that strategic improved the quality of services. Malik (2016), Kitisya (2015) studied about strategic change management in the public sector. Kamau (2015) unveiled that leadership, organisational culture and resources were the main strategic change management practices adopted by public Universities in Kenya.

In spite of the researches carried out with regard to strategic change management: (Malik, 2016; Kitisya, 2015; Kamau, 2015), limited focus was given to strategic change management of private universities in particular, Pan African University. Therefore, this study sought to answer the question: what was management of strategic change at Pan African Christian University in Nairobi, Kenya?

1.3 Research Objective

The objectives of the study were to:

- i. Determine the strategic change management practices adopted by Pan Africa Christian University Nairobi, Kenya.
- ii. Establish the challenges facing implementation of strategic change management at Pan Africa Christian University in Nairobi, Kenya.

1.4 Value of the Study

The researchers will get an understanding of the theories applied in this study, their relevance and application. Further, they will appreciate the influence of strategic change management on quality services. The findings realized in this research can be utilized as a basis for further research.

PAC University and other higher learning institutions will identify strategic management best practices to adopt and use to improve the quality of their services and enhance their market segments. Moreover, they will understand the implementation challenges faced by learning institutions and ways to deal with these barriers. Educational practitioners will learn the role played by strategic change management in improving the quality of education offered by universities. In so doing, this will give insights on the best approach to successfully introduce change in a learning environment.

The ministry of education in collaboration with the government can set policies that allow higher learning institutions to adopt and cope with change management. This will enable them to offer quality education and increase their target market by widening the scope of the courses.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers the theoretical basis for this study which is supported by theories. It has also discussed several strategic changes practices adopted by organisations including the challenges which they face during implementation of strategic change. The chapter aims at improving the reader's understanding of management of strategic change practices and their contribution in enabling the organisation to realize sustainable competitive edge.

2.2 Theoretical Foundation

This section gives a detailed discussion of the theories that are aligned to the concept of management of strategic change. These theories include Kurt Lewin Change Model, Theory of Reasoned Action and Social Cognitive Theory. The proponents and critics of these theories have been described to show the relevance and application of the theories to this study.

2.2.1 Kurt Lewin Change Model

Kurt Lewin designed a change model consisting of three steps namely: unfreezing, changing and refreezing (Lewin, 1951). The model gives a simple understanding of the change process. This process involves creating a need for change, by changing the culture and the ways of doing things then, creating a platform where this change can be implemented and accepted as a norm. The three steps of change have been discussed below as follows: Hassard (1991) posits that before introducing change, it must go through the initial stage of unfreezing. This is because many people resist change due to fear of unknown. Unfreezing stage creates awareness of how the status quo affects the employees in accepting the new change.

The old ways of doing things, the organizational culture, the process of decision making, policies and procedures must carefully be examined to show the employees the importance of change to meet customer expectations by continuously providing quality goods and services. Communication is key in unfreezing stage, by communicating; the employees get to know why change is a need and how they would benefit from the new change. This highly motivates employees to work together with the top management in implementing change. Grant (2005) puts more emphasis on the need to involve employees in change; the top management should communicate change to the employees in advance to ensure it is accepted. This ensures the organization moves in the same direction, and the employees are motivated in implementing change since they appreciate its importance and urgency to the organization. The second step of change implementation according to Lewin is changing whereby the organization must transition into a new state of being. At this stage, change becomes real and most employees struggle to adapt to the new change by learning new processes and procedures and adapting to a new culture of doing things. In this stage, employees develop a new way of thinking to cope with the demands of the change process.

According to Robbins (2003) if the employees are adequately prepared for this step, then it becomes easier for them to effectively implement change. However, to facilitate the change process, the top management has a responsibility to communicate and provide support in implementation of change. They should provide adequate facilities and resources, training and development programmes to improve employee's skills and abilities of employees' as they familiarize themselves with the change process. The top management should constantly remind the employees' the reasons for change and how they will benefit once it is fully implemented (Kotter, 2002).

The last step of change model is freezing; According to Lewin, refreezing step is critical in ensuring that the employees do not embark to their old ways of doing things before the change is fully implemented. Top management should make efforts to ensure that the change practices are strengthened and the new culture is integrated into strategic goals and objectives. Rewards and recognition should be made to employees who perform exemplary to motivate the other employees to work-harder and to be positive about the new change (Robbins, 2010).

The limitation for this theory is mirrored on the last step (refreezing), this step does not apply in the current business environment due to its dynamism and flexibility. It is unnecessary; spending a lot of time refreezing is a waste of time since this step will be re-evaluated and possibly changed in future. Generally, this model is relevant to this study since it explains the need for an organisation to follow several steps in order to successfully implement change; introducing strategic change and explaining to the employees why change is important to the organisation, involving employees in the implementation of change and encouraging them to adopt change. Change is gradual and must be implemented gradually to be successful, the top management must communicate to the employees, motivate and encourage them to participate in the implementation of strategic change.

2.2.2 Theory of Reasoned Action

According to Fishbein (1979), Theory of Reasoned Action (TRA) contends that individual performance of certain behaviour is basically defined by his or her intention to perform that behaviour. The two factors that shape an individual's intention, these include the individual's attitude towards the desired behaviour which must be positive for change to take place.

Secondly, the influence of a person's social environment or subjective norm is a factor that shapes the attention of an individual. These involves the beliefs of their peers and what they perceive as important including the individual's motivation that should comply with the opinion of their peers. This theory explains about the concept of perceived control over opportunities, resources, and skills that are essential to perform and achieve the desired behaviour. It is worth noting that the concept of perceived behaviour control is similar to that of self-efficacy (Yousafzai, 2010).

In line with this study, the approach that an organisation adopts to implement change in terms of how management executives communicate, provide resources, motivate, and encourage and involving employees in key decisions determines employees' attitude and their contribution towards implementation of strategic change. Secondly, if the organisation maintains a working culture, team spirit, shared goals and participate form of leadership, this is likely to reduce resistance to change and in turn create a platform for successful implementation of strategic change.

Employees working in organisations that embrace change are more likely to appreciate change and work hard towards its implementation since they have a positive attitude about change. Leaders have a responsibility of driving change and persuading the employees to embrace change. This can be achievable by recognising and rewarding employees who make valuable contribution in the implementation of strategic change (Doswell & Braxter, 2011).

This theory assumes that the motivation to comply with a norm is driven and supported by a persuasive goal. In this case, the need to adopt strategic change by an organisation is driven by the need to adopt to survive in the environment and to achieve corporate goals. This relevance of this theory is that change is inevitable for the survival of an organisation. The weakness for this theory is that it is not a guarantee that when an organisation adopts change it must be successful; some organisations have failed while others have succeeded.

2.2.3 Social Cognitive Theory

Initially this theory was known as Social Learning Theory and later renamed as social cognitive theory. People can learn through several means direct experiences, interaction, human dialogue and observation. The theory posits that change of behaviour is constituent of several factors. This includes environmental influences, personal factors and traits of the behaviour itself. The individual must have self-efficacy, which implies that they must be responsive and adoptive to positive change. Bandura (2001) argues that the executive management needs to explain about change to the employees and its importance. They should give incentives and rewards to the employees to encourage them to participate in the change process. Bandura (2011) posits that the success of social depends highly on how the management utilizes their skills to communicate and influence the employees.

This is because individuals react to how they perceive consequences of their behaviour, if they are certain that change will bring positive results to the organisation then there will be motivated to pursue it and realize the gains. For social learning to be achieved, individual positive expectations must outdo their negative expectations (Bandura, 2002).

Self-efficacy is considered as a critical trait that determines the behavioural change of an individual since the expected outcomes are filtered by an individual's perceptions of being able to change behaviour and cope. Self-efficacy can be improved in various ways. These involves providing clear instructions, providing opportunity for skill development or training, and modelling the desired behaviour (McAlister, Perry & Parcel, 2008). It is worth noting that learning can take place without change of behaviour. Proponents of social learning theory explains that since people can learn by observing alone, their learning might not necessarily be shown in their performance.

The relevance of this theory is that it prepares an organisation towards implementation of strategic change by considering several important factors such as the personality traits of the top management and the environment. The management should set the direction and motivate the employees towards implementation of change. Their skill to communicate and unite the organisation towards a common goal is key in enhancing successful implementation of strategic change. However, the weakness of this theory is that in accordance to the principles of social learning, while change of behaviour is a proof that learning has taken place, it might not be necessary since this form of change may not impact directly on the outcome. According to Nabi and Clark (2008), the general principles of social learning dictate that although visible behavioural change is a common proof of learning, it is not essential.

2.3 Strategic Change Management Practices

Change management practices are essential drivers that propel an organisation to effectively implement strategic change. This study discusses several change management practices adopted by organisations to align the employees and organisational resources in implementing strategic change. These change management practices include organisational culture, leadership, organisational resources and rewards and recognition.

2.3.1 Organisational Culture

According to Ashkenas (2013), organisational culture entails values and behaviour that guide the social and psychological environment of the organisation. Culture represents the shared values, beliefs and principles of organisational members. It is a product of other factors that include strategy, type of employees and the management style. It also includes organisational vision, values, norms, symbols, systems, language, assumptions, beliefs and habits.

Culture is a key factor to consider while implementing strategic change because it defines the appropriate behaviour on how the employees and the top management interact and relate during implementation of strategic change (Ahadzie, 2011). Bloisi (2012) contends that organisational culture cultivates the norms and values which unites employees to work towards a similar direction (Parker & Bradley, 2000). Rwigema (2014) insists on the importance of integrating strategic change initiatives and organisation's mission and vision. Strategic change must incorporate customer needs and abide with the changes in the environment to attain sustainability.

In his study, Taylor (2007) contends that a supportive organisational culture allows the top management to match employees' skills and knowledge with their tasks to ensure that they can maximize their potential and contribute towards successful implementation of strategic change.

2.3.2 Organisational Leadership

Collinson and Tourish (2015) found that leaders are instrumental in fostering and driving positive change in the organisation. They formulate strategic plans and lead in the implementation of the change process. They play an integral role in the organisation by setting direction and influencing the employees to work towards achieving the vision and mission of the organisation. Aosa (2008) asserts that the form of leadership approach adopted by an organisation determines its success in implementation of strategic change.

He puts more emphasis on the need to engage the employees in key decisions, it reduces resistance to change and unites them to share and agree in a common vision as one. Leadership style determines how well the employees align themselves in achieving the strategic goals. Collinson et al. (2015) argue that democratic kind of leadership encourages employees' involvement and this minimizes cases of resistance to change since the interest of the employees is adequately addressed. Proper implementation of strategic plans requires effective leadership that can inspire, give hope and encourage employees. Leaders act as symbols of unity to employees, they represent the dreams and aspirations of the people. They have a responsibility to lead people towards realizing set goals and objectives.

Curtin (2011) posits that leaders drive change by preparing employees about change and communicating about it to the employees. Richard, Richard and Debra (2014) found that leaders are the driving towards implementing strategic change.

2.3.3 Organisational Resources

Organisational resources include tangible and intangible resources. Tangible resources are things such as assets and employees. Intangible resources include corporate reputation and patents. Hassard (2010) argued that availability of resources minimizes barriers towards implementation of strategic change. It saves time and allows the organisation to successfully finish implementing strategic plans. Curtin (2009) argues that implementation of strategic change is a tedious and challenging process that needs the input of top management in providing support and ensuring that the environment is conducive for implementing strategic change. This coincides to Hsieh and Yik (2005) who maintain that top management should offer support to the employees by providing them with facilities and resources to ensure that the environment was conducive for them to undertake their roles in implementing change.

Organisational resources encourage employees to participate in implementing strategic change since they can comfortably perform their roles efficiently with minimal inconsistencies. Edward (2014) observes that the top management should provide employees with resources and facilities to ensure that they comply with the standards of the change process. Hence the employees will achieve the set goals and targets as set out in the strategic plan.

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2.3.4 Recognition and Rewards

Edmonds (2011) posits that employees are highly motivated by intrinsic and extrinsic rewards. An effective reward system recognizes both sources of motivation. To make sure that a reward system is effective and achieves the desired goal, employee rewards and recognition should be linked to performance. Rewarding and recognizing excellence is a critical component in implementing strategic change in the organisation. When implementing strategic change, top management must recognize and reward employees who work harder to motivate the rest of the employees to work towards achieving organisational goals. It is worth recognizing employees' talents in order to allow competition to thrive between them. This will give them an opportunity to explore their skills and knowledge and to actively participate in innovation (Martin, 2010).

Through recognition and rewards, service organisations were able to stimulate their employees to take part in the implementing strategic change. Further, it was found that rewards and recognition cultivated a working culture and team spirit. Westover (2010) found that recognition and rewards was a key motivator in encouraging employees to work harder by making valuable contributions in implementing strategic change.

Richard (2010) note that rewarding employees enhances their morale and this creates an environment where an organisation can easily implement strategic change. In their study, Neilson, Martin and Powers (2012) did a survey of 100 executive managers on the effectiveness of rewards and recognition programmes on strategic change implementation. The results showed that a positive correlation between rewards and recognition and implementation of strategic change.

2.4 Challenges Facing Implementation of Strategic Change

There are several barriers faced by organisations during implementation of strategic change, these barriers inhibit effective implementation of strategic change and impact negatively on the realization of set goals and target. One of these obstacles is that planning and execution are interdependent. Strategy formulation and implementation are two separate components of the strategic management process. Westover (2010) explains that implementation of strategy takes place after formulation but formulation and implementation are interdependent. This is part of the entire process of planning, executing and implementing.

This form of interdependence means that there exists an overlap between planning and implementing of a strategic plan, this minimizes the chances of success in execution. Failure to engage those who are charged with the responsibility of execution at the planning stages might interfere with the transfer of knowledge and employee commitment and thus impact negatively on the implementation stage (Nobble, 2012).

Constraints of time is a challenge that impede implementation of strategy since the process of implementing strategy takes a lot of time compared to its formulation. This has a negative impact on the top management's attention to performance details. Edmonds (2011) posits that delays and inconsistencies in strategy implementation can distract the attention of the manager from focusing on achieving strategic goals. Therefore, it is important to put in place proper controls and feedback mechanisms that can ensure that the management is up-to-date of external changes. The process of execution should be flexible and adaptable to effectively accommodate unexpected events (Neilson et al., 2012). The other hindrance is engaging all the stakeholders in implementation of strategy. Strategy implementation calls for concerted efforts from various stakeholders since it's a challenging process as compared to strategy formulation. Communicating in the organisation from top to bottom or across different functions is challenging (Goll, Johnson & Rasheed, 2007).

Organisational structure is a critical factor that affects implementation of strategic change. The manner in which the organisational structure is aligned is an impediment towards effective execution of management functions across the organisational hierarchy. Some top executive management have a belief that strategy implementation is not part of their work but of the lower-level employees. This is not true. Jeffrey et al. (2012) argue that managers participates in innovation undertakes challenging role such as planning and then delegates the work to the middle level managers. Incentives are motivating factor to the employees, the executive management must provide bonuses to the employees to motivate them to cope and embrace change. This builds a positive attitude towards implementing change and thus contributes to successful change adoption.

Not all change is accepted and adopted successfully with having cases of resistance by employees or a group of employees who decides to oppose change. This creates a hindrance to successful change implementation (Okumus & Roper, 2009). Hassard (2010) posits that employees resist change due to fear of the unknown, fear to lose jobs and new responsibilities among others.

2.5 Empirical Studies and Research Gap

Phipps and Burbach (2010) surveyed the effectiveness of strategic change management practices on the firm's competitive advantage of manufacturing firms in Netherlands. It was argued that strategic change management practices set the organisation's strategic direction. It acts as a guide in shaping the strategic direction and inspires the employees to work towards set goals. Owolabi and Makinde (2012) found a positive correlation between the strategic change management practices and performance of service firms in Arabia.

Serfontein (2010) noted that strategic change management practices played a key role in shaping the strategic direction and this contributed towards improving the firm's competitive advantage. Greenberg (2011) explored Slovenian service firms and concluded that lack failure to adopt strategic change management practices had a significant and positive effect on successful implementation of strategic plans. Pimentel (2014) did a survey of 26 European universities on the factors which bring about strategic change. Strategic planning was found to contribute effectively to a more constructive and effective change in the university environment. It provided a consistent framework that unites all levels involved, it is effective in keeping diverse groups of decision-makers focused on critical elements of organisation's success. Strategic change in universities was perceived to be highly dependent on communication, organisational resources and decision-making procedures.

Fumasoli and Lepori (2011) investigated the role of strategic change in 100 universities in United States. It was revealed that the need to accommodate more students from different parts of the world necessitated the need for these universities to offer a wide range of courses. Adoption of strategic change enabled these universities to compete with other universities across the world. This has impacted positively on competitiveness and improved quality of education. University of Zagreb (2013) crafted a strategic plan which was aimed at improving the quality of education and culture. Later, after the successful implementation of strategic plan, the institution recorded a high number of students from several parts of the world.

This was achieved through provision of quality education at affordable fees. Secondly, the culture adopted by the institution united them by defining its core values and principles. Thackwray (2014) found that adoption of strategic change was a key element in helping education institutions to improve the quality of education and the courses offered. Palladan, Kadzrina and Chong (2016) tested the link between strategic change management practices and performance of tertiary firms in Nigeria and it was unearthed that strategic change management practices such as failure to reward and recognize employees and a rigid organisational culture was a key impediment towards implementation of the desired change. Lufthans (2012) did an examination on the perceived role of strategic change management practices on competitiveness of banks in the United States. It was revealed that resistance to change delayed change implementation. Andrew (2011) assessed the effectiveness of corporate culture and performance in Scotland, UK and the findings depicted that culture guided employees' behaviour and actions and cultivate a working environment for them to work and achieve their set goals and targets.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Included in this chapter is the research methodology that was applied under this study to address the research question. It discussed the following; the research design, how data was collected, data collection tools and procedures and data analysis.

3.2 Research Design

This study implemented a case study research design. Creswell (2009) contends that a case study research design is an in-depth assessment of an organisation. This form of research design aimed at establishing existing relationships between variables that lead to the behaviour in question. This design was considered appropriate when a study focused on a single organisation since the researcher was able to analyse information in a systematic approach to arrive at a logical conclusion.

As explained by Yin (1994), a case study is bounded in a discrete way by examining a set of organisations, departments or individuals. It provides data that is gathered by a variety of means including but not limited to interviews, observations, audio and video data and document collection. The choice of Pan Africa Christian University, Kenya was because of its uniqueness of the courses that were offered and the history of this university having started as a bible college to a fully-fledged university offering courses in various disciplines such as business and community development.

3.3 Data Collection

Primary data was collected using interview guides. Interview guides are essential tools used to collect primary data which is unstructured. It provides answer for open-ended questions that are designed and prepared by the researcher for purpose of interviews. Primary data was collected by interviewing two Heads of Departments at Pan Africa Christian University, School of Business and School of Theology, and the Deputy Vice Chancellor.

The decision to choose this category of interviewees was guided by the fact that they were involved directly in making strategic change decisions and implementation. Hence they had a better understanding of strategic change practices and the challenges that faced this institution during implementation of these practices. The interview guided consisted of three main parts that included Section A which covered questions on the demographic information concerning the interviewees and Pan African University. Section B covered questions on strategic change management practices implemented by Pan Africa Christian University and Section C constituted questions on the challenges that faced implementation of strategic change management at Pan Africa University. A face-to-face interview was conducted with two Heads of Departments and the Deputy Vice Chancellor. Arrangements were made prior by the researcher through appointments with the supervisor at the institution. This was aimed ensuring that the interview sessions took place on time and the interviewees had enough time to ask all the relevant questions that contained in the interview guide.

3.4 Data Analysis

Content analysis was utilized to relate the research findings with the relevant literature review to find out if the results were collaborating or divergent. Content analysis was done to establish strategic change management practices and the challenges that faced Pan African University in its implementation of strategic change management practices, the study applied interviewees and institutional records to establish the extent of implementation strategic change practices and the challenges of implementation. Creswell (2009) defines content analysis as a process that is designed to summarize primary data into categories based on valid inference and inference and interpretation.

The two forms of content analysis used by researchers include quantitative and qualitative. In quantitative content analysis, text data is coded into explicit categories and then it is described using statistics (Morgan, 1993). Qualitative content analysis puts more emphasis on the traits of language as a communication tool with a focus on the textual meaning of the text (Tesch, 1990). Text data may be verbal, electronic form or it might be got from narrative responses, open-ended survey questions, interviews, observation, focus groups of print media (Kondracki & Wellman, 2002).

This kind of analysis goes beyond mere counting of words to assess the language in order to classify large amounts of text into an efficient number of categories which represent the same meaning. These categories either represent explicit or inferred kind of communication. The aim of content analysis is providing knowledge and understanding of the object under investigation (Downe-Wamboldt, 1992).

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter gives a detailed discussion of the findings. The analysis was guided by the objective for this study which was to determine strategic change management practices implemented at Pan Africa Christian University Nairobi, Kenya and the challenges of implementation of strategic change management at Pan Africa Christian University in Nairobi, Kenya.

4.2 Demographic Information

The interviewees were asked to indicate their current position in the institution; the study found that they held the following positions in the institution; Head of department in business studies, head of department in biblical and theological studies and the deputy vice chancellor. This group of interviewees were considered to be involved directly in decision making regarding strategic change management and implementation of strategic change.

With regard to the highest level of education that the interviewees had achieved, it was revealed that two of the interviewees were masters' graduates and one of the interviewee had a doctorate degree. Hence we can conclude that most of the employees working for PAC University had a masters' degree and thus had a better understanding of how these strategic change practices were formulated and implemented.

The interviewees were requested to indicate the duration that they had served in their present capacity and it was revealed that one of the interviewees had served for 8 years in his present position and the other two heads of department were in their 5th and 6th years in the present positions. It can be concluded that the interviewees had served for over five years in their present positions and thus had a better understanding of how strategic leadership decisions were made and how they were aligned to the institution's strategic goals and targets. Interviewees were requested to indicate the duration that they had served in the institution, it was discovered that one of the interviewees had served for a duration of 12 years at the institution; the other interviewees had served for 10 years and 9 years in the institution. This implied that the interviewees had served for the institution for a duration exceeding eight years.

4.3 Strategic Change Management Practices

With regard to whether PAC University implemented change management, the findings discovered that PAC University was one of the institutions of higher learning that embraced strategic change management. Interviewees indicated that change management in the institution was a conscious decision by the top management in ensuring that the institution kept up with technological, social, economic and the political climate in the environment. The interviewees agreed that the PAC University conducted surveys on customer satisfaction to examine whether change had an impact on the quality of services. It was further established that an increase in customer complaints as demonstrated by the survey was a sign that the institution needed change in its operations.

Two interviewees indicated that the institution conducted employees' surveys to determine the level of efficiency of its service delivery. Majority of the interviewees indicated that the institution had put in place control measures to ensure high quality service delivery which was an indication of the institution's commitment to implement strategic change management.

When asked regarding the situation under which strategic change was essential for the institution, the interviewees indicated that in cases when the institution had performed poorly in academics and poor leadership. There was need for the institution to develop strategic plans, set targets and influence all the employees towards implementation of strategic change management. All the interviewees agreed that employee performance was a strong indicator whether the institution required change or not. The management revisited their decisions and strategic plans to find out what they needed to do differently from what they had done and some of the weak areas that needed urgent improvement. Also, in cases when PAC university wanted to grow and expand in order to compete with other private universities and remain relevant. The university engaged all its key stakeholders in key decisions and explained to them the direction that the institution intended to take. This helped in minimization change resistance by ensuring that all the employees and the organisation were heading a similar direction. Further, the interviewees reported that the institution made stakeholder requests to establish if its quality of education met their expectations. It was revealed that a decline in the stakeholder satisfaction indicated the need for the institution to change.

The interviewees also reported that the institution identified the significance of identifying change in change adoption process through employees training. Through training, the institution ensured that they were able to cope with environmental changes.

The study sought to determine whether the institution was able to identify the necessity for change. All the interviewees agreed that the institution considered the need for change as an important factor towards successful adoption of change. Interviewees indicated that the institution conducted performance appraisals regularly to assess the level of employees' efficiency. A decline in the performance of the employees would be an indicator that the organization needed to change. Further, the interviewees reported that the institution used stakeholder requests to determine whether the quality of its education met market needs. It was revealed that a decline in the stakeholder satisfaction indicated the need for the organization to change.

With regard to factors that the institution considered concerning the people whom change would impact upon before introducing, the interviewees indicated that one of the factors that the institution considered when preparing the stakeholders for change was the skills gap in the workforce. It was revealed that the institution relied heavily on employee surveys as they indicated the skills that were needed. The interviewees reported that the institution identified the skills gap as the difference between the available skills possessed by employees and the demand of skills in the working environment. The other factor that the institution considered when preparing the stakeholders for change was the cost involved in change adoption.

The interviewees pointed out that the institution did not only include financial costs, but also the time taken to prepare the staff for change. Interviewees further reported that the institution considered the perception of stakeholders on change when preparing them to embrace change. It was revealed that strong resistance to change impacted negatively on employees' productivity.

The interviewees indicated that some of the strategic management practices implemented by PAC University over the last three years involved use of information technology to enhance the efficiency of its operations. The interviewees indicated that the institution had invested largely on modern technology, it had a modern library with modern computers and access to free Wi-Fi, the university had a university repository and electronic journals to enable students to easily access all the reading materials. Interviewees further reported that the institution applied communication mediums such as television to advertise the university, the courses offered and the modern facilities and a quiet environment for learning. The institution engaged its employees in regular trainings on cultural competency and change management, as a way of meeting the strategic management goals. The institution hired competent team of employees with technical skills and knowledge in the specialized areas. With such a team, this made it easier for the institution to consolidate its resources and employees in working towards implementing strategic change management efficiently.

Concerning the personnel involved in reviewing the strategic change management implemented by PAC University, the interviewees agreed that deputy vice chancellor and all the heads of department played a significant role in reviewing changes in the organization. The interviewees reported that the heads of department who were involved directly in the implementation change had a responsibility to review the strategic changes. Further, the change implementation managers have a role to review the adopted changes and report any form of irregularities to the senior management team. The interviewees revealed that the institution had change agents whose responsibilities included reviewing the change progress. These teams and employees had a responsibility of reviewing change and providing feedback to the managers.

The interviewees were requested to indicate some of the strategic change management practices that were successful to the institution, interviewees agreed that the success of strategic change management strategies depended on the employees' efforts and all personnel responsible for influencing the implementation. The interviewees indicated that some of the strategic change management practices that were more effective included employment of qualified staff as well as research and development were identified as successful strategic change measure. The interviewees reported that through research and development, the institution was able to get feedback about market needs and experience that the students had about the school right from teaching, library, extra-curriculum activities and the environment that surrounded the school.

Interviewees were requested to indicate some of the strategic change management practices that had the least impact to the institution. They indicated the attempt by this institution to raise funds from donors to support its strategic goals which failed. Two interviewees further reported the decision by the institution to limit itself to theology and business courses was not only poor but also miscalculated considering the dynamic nature of the environment that universities operate in.

The adoption of technology is a key ingredient in enabling an institution to meet its strategic goals. The results showed that PAC University utilized technology as part of the strategic change management practice. The interviewees reported that the institution had computerized its operations. The other application of technology by this institution as indicated by the interviewees was the use of mobile application to access the university portal and distant learning via Skype.

Regarding the methods utilized to communicate about strategic change in the organization, interviewees universally agreed that staff meeting and memos were the primary mediums used. Additionally, it was reported that the institution used education and training as well as word-of-mouth to communicate about change. To identify the potential challenges in implementation of the strategic changes, the interviewees indicated that institution conducted risk assessments and reflection staff meetings by the senior management. All the interviewees agreed that the institution encouraged the employees to provide their insights on certain decisions.

All the interviewees agreed that time was one of the factors that influenced the success of the organization. Interviewees noted that time affected decision-making processes through delays. The results showed revealed that organizational structure had a great influence on the success of strategic change management. It was revealed that different decision making levels in the organization had varying opinions on proposed change thus affecting the speed with which the decisions were made. The interviewees pointed out that lack of cadre in some departments also affected the strategic change management practice negatively.

4.4 Challenges Facing Implementation of Strategic Change Management at Pan African Christian University.

Interviewees agreed that the type of leadership adopted by an organization had a great impact on the success of strategic change management practices. The interviewees indicated three types of leadership styles that had positive implications on the success of strategic change management practices. Informed leadership in the organization impacted the strategic change management positively by creating a positive profile. Further findings linked experienced leadership to high quality service delivery, while open leadership enhanced employee morale.

To overcome barriers to strategic change management such as culture, interviewees agreed that the institution sensitized the employees on the importance of common goal. The findings further revealed that setting objective targets reduced the possibility of failure in strategic change management practices due to cultural or institutional barriers. The interviewees reported that embracing good governance was an effective strategy that helped reduce chances of failure.

The findings revealed that the institution was prepared to address employee resistance in implementing the strategic change management practice. The interviewees indicated that employee participation was among the strategies that were used to reduce resistance to change. The findings further identified role modelling as the other strategy that the organization used to eliminate employee resistance to change. It was revealed that the institution exposed the employees to new experiences through training and development to encourage them about implementing changes. Interviewees further revealed that the institution persuaded employees to implement the identified change management strategies by exposing them to external activities that gave them new experiences.

4.5 Discussion of Findings

Strategic change management practices adopted by the institution were use of information technology. This was considered to be an important way of enhancing efficiency in executing roles and sharing of information within the institution. The results agree with recommendations made by Grant (2007) who posited that information technology was the most effective communication tool in the organisation. A feedback mechanism was utilized to allow customers to file complaints and raise grievances as a way of expressing dissatisfaction. This way the institution was able to learn from its mistakes and improve on the weak areas. These results concur with Grundy (2009) who argued that the only way that an organisation can establish if its meet its targets is through customer feedback.

The institution's top management involved the stakeholders in key decisions to ensure that all their interests were represented. In line with Mintzberg (2006), realizing success in implementation of strategic change calls for stakeholder involvement to represent their interests.

Interviewees reported that the challenges faced by institution in implementation of strategic change were resistance to change in cases where the employees felt undermined because of being excluded in important issues that affected the institution. Failure to involve stakeholders in key decision impacted negatively on strategy implementation. These findings abide with the suggestions of Holman (2005) who insists on the need to involve all the stakeholders in key decisions.

The organisation lacked adequate staff to participate in the implementation of change this greatly affected its efficiency and implementation of management of strategic change. With adequate employees, it's easier for the institution to assign duties and responsibilities to employees based on their specialized areas. Thus, the institution was able to align itself and work towards realization of set targets. These outcomes conform to the arguments raised by Hussey (2008) that employees are important assets of the organisation, to successfully implement strategic plans the organisation should match the employee's competencies with their work.

The organisation lacked financial capacity to facilitate implementation team in strategy implementation activities, provide organisational resources to the employees and designate a task force to oversee implementation of strategic change. These results are in concurrence to the objections made by Mintzberg (2006) on the need to facilitate employees' and implementation team to create an environment that can allow employees to work towards their set goals and targets.

Interviewees agreed that poor leadership was a key impediment towards implementation of strategic plans and decision making. Interviewees cited cases where the church interfered with the decisions made by the institution. This delayed the process of implementing strategic plans resulting to delays and inefficiencies. The results agree with the observations of Marete (2010) who concluded that lack of independent by top management especially in decision making impacted negatively on the implementation of strategic plans.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter describes a discussion of all the major findings for this study, a conclusion, recommendations, limitations of this research and suggested areas for further research. This chapter was guided by the objectives for this research which were to: determine the strategic change management practices adopted by PAC University and establishing the challenges that face implementation of strategic change management of PAC University.

5.2 Summary of Findings

The results found PAC University had a committee that was charged with the responsibility for monitoring and evaluation in implementing strategic change management practices successfully. The institution set out control measures to ensure that the management team was working towards achieving specific goals and targets. These observations conform to Hitt and Hoskisson (2007) who insisted on the significance of understanding the customer needs and appropriate ways to address those needs. The institution engaged its employees regularly in training and capacity development programmes to enhance their knowledge and expertise in their areas their work. This gave the employees the understanding to cope with the diverse challenges in the implementation of strategic change practices.

Through trainings the employees were in a better position to cater for the needs of their customers on account of priority. The results conform to Chapman (2005) who noted that training and development programmes were impactful on employees' participation and contribution in implementation of strategic change. The top management thought that it was appropriate to offer recognition and rewards to employees who worked extra-harder in implementation of strategic change practices. This encouraged the rest of the employees to work harder. Top management adopted a participative form of communication where all stakeholders were involved in the process of making decisions. The management found this practice important following a few incidences of resistance to adopt change by some employees which was caused by failure of the top management to engage the employees in making decision. However, a few interviewees cited cases where public involvement was neglected in making key decisions although it played a crucial role in providing information on matters about change.

The results unearthed that the institution had effective leadership which was focused in influencing the employees and setting standards in implementation of strategic plans. This cultivated team spirit and unity among employees in working towards set goals and targets. It was observed that culture was a hindrance in the implementation of strategic goals. Even though there the leaders made great efforts to unite and guide the employees in the right direction, this was received with a lot of delays. In some extreme cases, there were instances of resistance to change when employees were not involved in decision making. It was found that the institution exposed its staff to training and development to improve their skills, experiences and perspectives in dealing with issues that concern implementation of strategic change.

5.3 Conclusion

It can be deduced that adoption of strategic change management practices greatly contribute towards the realization of strategic goals and objectives. Some of the strategic change management practices that were implemented by PAC were investing in technological advances, regular training and development, top management support, provision of resources and facilities and cultivating a working culture.

The challenges faced by the institution in the implementing strategic change management practices were inadequate finances, resistance to change, lack of independence in key decision making by the institution and the organisational structure. To overcome these challenges, the institution strived to involve its employees in key decision making and sourcing for more funds to invest in modern technologies.

5.4 Recommendations

More funds should be raised to support the University in implementing strategic change management practices in order to accomplish its strategic goals and targets. This will contribute towards successful implementation of strategic change management practices and enable the institution to remain competitive in the market by providing quality education that is transformative to the society.

Ministry of Education should set uniform policies that encourage both public and private universities to embrace strategic leadership practices. This will lead to the adoption and implementation of strategic leadership practices among universities. Thus, promote a fair and health competition among universities on the basis of quality education.

PAC University should sponsor its employees particularly change implementation team in constant training and development programmes to expose them to specialized knowledge and skills in order to effectively implement strategic change management practices. This will improve efficiency and enhance the quality of strategic change management decisions resulting into successful implementation of strategic change management practices.

5.5 Limitations of the Study

Two of the interviewees perceived the process to be non-paying and hence time wasting. The researcher spent a lot of time trying to convince them to participate in the interviews. This took a long period of time to achieve while all the interviewees were not fully convinced why they needed to give information. Some senior staff opted to be represented by their juniors in the interviews.

Due to time and cost constraints the study limited itself to a single organisation: PAC University. This implies that the findings obtained under this study cannot be utilized for direct application in another university to generalize the results derived from this study. A wider scope could have provided basis of comparison and generalization of the findings.

This research was limited to open-ended questions. A blend of both closed-ended and open-ended questions could have allowed the researcher to collect more detailed and accurate information that is sufficient for a more reliable and comprehensive findings. This could have improved the quality of the results resulting into a more reliable conclusion.

5.6 Suggestions for Further Research

Researchers in future might consider duplicating this study in the public universities in Kenya. This will assist to do a comparison of strategic change management practices so as to establish the best practices. Further, they will increase their understanding on the challenges faced by the public universities in the implementation of strategic change management practices and ways to counter those challenges.

The needs of the customers keep changing and other external factors such as technological changes, competition and regulations. These changes might influence the management approach to strategic change management practices in order to keep up with the environmental changes. It would be advisable for future researchers to do a replica of this research after a period of time like 10 years to find out some of the strategic change management practices applied after that findings can be compared.

Future researchers should conduct a research using a cross-sectional survey of all the universities in Kenya; this will give the researchers a wider scope to investigate the strategic change management practices utilized by public universities and their contribution towards improving the quality of education. Thereafter, results can be compared and then a plausible conclusion can be reached.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
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P.O. Box 30197
Nairobi, Kenya

DATE... 27/11/2017

TO WHOM IT MAY CONCERN

The bearer of this letter EDDIE KAHATHU MURUMGI

Registration No. 061171201/2014

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.




PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS

APPENDIX II: INTERVIEW GUIDE

Section A: Background Information

- i. Which position are you in?
- ii. What is the highest level of education you have achieved?
- iii. How long have you worked in your current position?
- iv. How long have you worked for this organization?

SECTION B: Strategic Change Management Practices Adopted By PAC University

- i. Does PAC University practice strategic change management?
- ii. If Yes, Kindly explain the circumstances under which strategic change is essential in your organizations
- iii. How do you identify need for change as an important step in successful change adoption?
- iv. What do you consider concerning the people whom change will impact upon before introducing it?
- v. What are some of the strategic management practices that have been adopted by your organization in the last three years?

- vi. Who is given the responsibility of reviewing the strategic change management practice adopted?
- vii. Which strategic change management practices have been most successful in your organization?
- viii. Which strategic change management practices have had the least impact to the organization?
- ix. How do you evaluate technology in influencing strategic change in your organization?
- x. Communication of change is important since it keeps various stakeholders informed on the progress, how is change communicated to your employees?
- xi. How does time factor impact on your strategic change management practices?

Section C: Challenges of Implementing Strategic Change Management Practices by PAC University

- i. How does the type of leadership in your organization affect the outcome during strategic change implementation process?

- ii. Cultural or organizational conditions can severely impede implementation and acceptance of a change, how do you address these issues during strategic change management?

- iii. Employees may initially resist any attempts to implement any strategic change management practice, how is this issue addressed in the organization?

Thank You for Your Time