

**MANAGEMENT OF STRATEGIC CHANGE AT KAIMOSI
FRIENDS UNIVERSITY COLLEGE, KENYA**

BY

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DECLARATION

This research project is my original work and has not been previously presented for award of any certificate, diploma, degree or examination in this or any other university or institution of higher learning.

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This research project has been presented for examination with my approval as the university supervisor.

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DEDICATION

This research project is dedicated to my lovely wife Wambui Teresiah Muli, daughter
Uside Phanice and parents for their patience, prayers, understanding and moral support
that has seen me go through thick and thin doing it to its success.

ABBREVIATIONS AND ACRONYMS

| | |
|---------------|---|
| ADKAR | - Awareness, Desire, Knowledge, Ability, Reinforcement |
| ICT | -Information Communication and Technology |
| JOUST | - Jaramogi Oginga Odinga University of Science and Technology |
| KAFUCO | - Kaimosi Friends University College |
| KCC | -Kenya Cooperative Creameries |
| KTTC | -Kaimosi Teachers Training College |
| MBA | - Master of Business Administration |
| MMUST | -Masinde Muliro University of Science and Technology |
| NCWSC | - Nairobi City Water and Sewerage Company |
| NGO | - Non Governmental Organization |
| PhD | - Doctor of Philosophy |
| UON | - University of Nairobi |

ABSTRACT

Organizations are unique from each other and dependent on their unique environments in which they are embedded in. They function on an input- output basis where the inputs are derived from the environment and the output is given back to the environment within which it is operating. Since environments are dynamic, for organizations to succeed they need to anticipate and adapt to changes in these environments for systematic development. This study therefore investigated how strategic change has been managed at Kaimosi Friends University College by seeking to establish the change management practices, challenges encountered and to determine the mitigating actions in overcoming the challenges. The study adopted was a case study as the research design with the main source of data being primary collected using an in-depth interview guide and then used content analysis to analyze primary data. The interviewees were the Deputy Principal, and three heads of sections. The study established that recruiting senior lectures into the system and reviewing the Strategic Plan are among the change management practices while some of the challenges included; poor communication, unsupportive community, resisting change and inadequate resources. The study also established that Kaimosi Friends University College has held regular meetings, committed resources to facilitate the process of change, partnered with other organizations and improved the staff salaries and benefits as mitigating measures to deal with challenges of managing strategic change. The study findings revealed that the change process involves all stakeholders clearly indicating that the process of change management is an all-inclusive and participatory engagement throughout the process of strategy formulation, implementation and evaluation. The study also established that change was planned as well as emergent. The study recommends the need to invest heavily in modern information technology and an office be set up for strategic management within the institution for policy formulation. However since the research design was a case study focusing management of strategic change at Kaimosi Friends University College without relating it to other variables, it gave it a narrow scope that may provide unjustified conclusions on the concept under study. The researcher therefore recommends that a study be done using different research designs to determine whether or not there is consensus in the findings.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Globally, change has become inevitable in every aspect of life and in all organizations due to environmental turbulence, thus calling for a strategic response to these environmental changes to enable them to exist and realize their strategic objectives (Arnold, 1996 and Susan, David and David, 2004). According to Ansoff and Sullivan (1993), change can be triggered by factors such as predictable planned changes in strategy, need to improve on quality and standards or need to deploy employees to where they are more effective, or triggered by external factors such as threatening tactics of competitors or political changes which are less predictable.

As organizations engage in managing strategic change due to the mentioned triggers, they may face many challenges as they seek to avoid disruptions that may negatively affect their ability to achieve their desired outcomes (Johnson and Scholes, 2002). Pearce and Robinson (2007) argue that managing strategic change in a dynamic environment is challenging since the strategic activities that are interrelated and interdependent are continually being affected by the changing conditions. Since change is a continuous process, close monitoring of the dynamic environment needs to be done or else the change strategy shall be rendered obsolete.

This study was anchored on the Open Systems Theory (Scott, 2003) which postulates that the environment greatly influence organizations as it provides most important resources that uphold the organization and drive to change and to remain relic. The Contingency Theory developed by (Bastedo, 2004) argues that organizations are planned in a manner

that fits best in the setting in which they are attached to. The Path Dependency Theory originated by (David, 1986) which also forms a theoretical base of this study, argues that organizations are based on upright assumptions about historical matters and preferences and that they become committed to developing themselves in particular ways conforming to their values.

Kaimosi Friends University College(KAFUCO) aims at contributing to the sustainable development goals, the “Big four” agenda and the Africa’s agenda through building a solid relationship with other universities, leading policy development and advocacy, educating and training of highly competitive workforce and investing in agricultural activities. In the process of fulfilling this need to improve access to quality and relevant university education, KAFUCO has faced a number of challenges they need to manage such as resistance of employees to cope with change, creating and accessing new funding streams, student enrolment, transition challenges between University College, the church and KTTC and inadequate infrastructure which include offices, lecture rooms, laboratories, student hostels and recreational facilities (Kaimosi Friends University College, Strategic Plan, 2018-2023).

1.1.1 The Concept of Strategic Change

The concept of strategic change has been defined differently by different scholars. Ginsberg (1988) defines it as a change in strategy content where some adjustments in competitive decisions within certain market domains are made as well as a transformation in the strategy process that involve shift in an organization’s culture, structure and management systems. Hardy (1995) views it as actions, processes and decisions executed by an organization to realize their strategic objectives. Collins (1998) defines it as simply

a shift from the current goals, values and functions. Mintzberg and Wesley (1992) observe that it is a rhythmic sequence of modifications to organizations' structures and processes. A review of these definitions shows that the concept of strategic change involves long term and directional changes in response to both the internal and external forces. Mintzberg, Lampel, Quinn, and Ghoshal (2003) agree that strategic change involves recognizing when a shift in strategy is possible, desirable and necessary to act.

In describing strategic change, Balogun and Hailey (2008) identified four areas which include; adaptation where change can be obliged within the existing culture and happens incrementally; reconstruction where change is quick and good for the organization and does not involve replacing culture; revolution where change asks for quick and major strategic changes which also involve cultural change and; evolution where strategic change will involve culture change over time. All these types of strategic change occur along two dimensions, that is, the extent and nature of change thus resulting into either planned or emergent change or both in responding to environmental changes.

Thompson and Martin (2005) came up with three definite phases of change that depicts a well thought and planned process, that is; formulation, implementation and post implementation. However, Pettigrew and Whipp (1991) and Mintzberg et al (2003) argued that these divisions are just for convenience and not feasible hence they suggest a holistic approach to the whole process. In addition, change can be classified in terms of the business dimension of change that focuses on changing the business systems, structures and processes, change strategy, implementation and monitoring and evaluation and the people dimension of change where employees are aligned to the organization's culture and values and how they experience the change process through making them be

aware of the change, creating the desire for change in them, providing knowledge to them to enable them have the ability to embrace change in order for change to take place (ADKAR model as cited in Keow 2019).

Since strategic change differ depending on the organization, it is vital to understand that these changes adopted are formulated at the corporate level and interpreted at the business level for implementation at the functional level. Control, monitoring and evaluation therefore becomes a collective responsibility for all levels of management in order to ease tension and create a smooth change process (Wang and Sun, 2012).

1.1.2 Managing Strategic Change

Managing strategic change is defined as a process of evaluating the business and industry within which it is involved in (Lamb, 1984; Hardy, 1995). It can also be defined as using systematic methods in ensuring that an organization is led in a designed direction in a cost effective way to achieve desired results over a certain period of time (Davis and Holland, 2002). Systematically managing strategic change requires managers to consider the effect it has on the organization strategies, structure, processes and people as well as the positive impact it has on the speed and magnitude of strategic change (Ranson et al., 1980; Bartunek, 1984; Yaqun, Meng and Zelong, 2017).

Thus, managing strategic change involves visualization of how near and distant the future of an organization or institution will be when these strategies and processes are adopted and implemented now (Gioia and Thomas, 1996). It may also require that managers practice ambidexterity in managing strategic change as change may not always be planned, it may also be emergent. In this regard, the process of managing strategic

change requires that ambidextrous orientations and top managers' abilities be incorporated in order to support the emergent process in an organization (Sinha, 2019).

Johnson, Scholes and Whittington (2008) argue that no single formula exists for managing strategic change since the context differs from one organization to another thus requiring different approaches to different contexts which are not transferable.

Balogun and Hope (1991) highlighted scope, preservation, time, diversity, capacity readiness, capability and what power the leader has to impose change as important contextual features that need to be incorporated in designing change programmes (Johnson, Scholes and Whittington 2008). Burnes (2004) viewed managing strategic change as an art and skill which emphasizes that change is not an analytical-rational process instead it is a political-social process. Organization's leaders are the ultimate drivers of change as they align people behind the strategic change while empowering them to make change happen despite many setbacks (Kotter, 1999).

Mohammad and Hediye (2011) argued that when talking about strategic change and managing this change it requires us to pay attention to why strategic change is necessary in the first place. Is it because the organization has sensed that they lag behind the competitors and innovation to make the change? Feedback in the process of organizational learning is often overlooked yet it brings out an important aspect in strategic leadership in the change management process. This may help managers understand how to balance the various forms of authority at every stage of discovery in order to minimize conflict of interest and resistance to change at the time of need (Rekson, Benny, Solimun and Adji, 2019).

1.1.3 Kaimosi Friends University College

Kaimosi Friends University College (KAFUCO) was established via gazette supplement N0.65 Legal notice No87 as a constituent college of Masinde Muliro University of Science and Technology (MMUST) on 22nd May 2015. KAFUCO started with 164 students and today it has 1,500 students. For the university to grow to a world class standard, research and innovation has been embraced holistically by aligning its strategic plan with the current development plans by the government to transform the country (Kaimosi Friends University College, Strategic Plan, 2018-2023).

The university faced numerous challenges such as scarcity of funds and resources and it has been forced to generate other sources of revenue through developing funding proposals to institutions both in government and private sector. It has also entered into collaborative engagement with various partners and linkages with other institutions, universities abroad and the private sector. The strategic plan envisaged that such an arrangement could attract investors to construct modern learning facilities and support development of academic staff portfolio, as well as the social life of our students (Kaimosi Friends University College, Strategic Plan, 2018 - 2023).

The university college embraced ICT applications as a way of enhancing service delivery and effective solutions to communication. It embarked on building a datacenter, upgrade the current Internet bandwidth to accommodate student management, E-Learning platform, Library Services, Finance, Human Resource Management and Procurement, Transport and logistics.

To address the acute shortage of qualified staff especially in academia, the university is building the capacity of its current staff to attain doctoral studies in order to meet the requirements of quality as stipulated by the Commission for University Education. This also entails provision of adequate motivation and protection of the intellectual capital which is crucial to any university in the world today. To address all these challenges, the university re - launched its strategic plan as a response to the changing environment both internal and external (Kaimosi Friends University College, Strategic Plan, 2018-2023).

1.2 Research Problem

Today's organizations are confronted with challenges of managing strategic change due to the vagaries of the internal and external environment. Burnes, (2004) stated that pressure posed by the market environment forced many organizations to undertake strategic or transformational change that involved significant alteration to strategy, structures, processes, systems and culture although Carnall, (2003) argued that there is no one single way of managing change.

A study conducted by Mironga (2012) at the Nairobi City Water and Sewerage Company (NCWSC) found out that failure to recognize and implement changes, lack of understanding with regard to strategy implementation, failure of customers and employees to appreciate change, corruption and incompetence are the main hindrances to managing strategic change in NCWSC. Wabuko's (2012) study on New Kenya Co-Operative Creameries Limited (New KCC) found that inadequate resources, outdated technology, bureaucracy, unsupportive culture, unpredicted weather patterns, political interference, seasonality and communication breakdown greatly hinder strategic change .

Not necessarily that changes adapted and adopted by any one given institution will succeed in responding to the environmental changes. Sometimes they are hindered by huge financial implication attached to the change process (Nduati 2012).

KAFUCO faces numerous challenges such as inadequate infrastructure, under developed e-learning modules, weak management structure, inadequate movable assets, need for staff further training, scarcity of funds and resources and this forced the institution to seek for innovative ways to generate other sources of revenue by developing funding proposals to institutions both in government and private sector. It also entered into collaborative engagement with various partners and linkages with other institutions, universities abroad and the private sector. The strategic plan envisages that such an arrangement could attract investors to construct modern learning facilities and support development of academic staff portfolio, as well as the social life of their students (Kaimosi Friends University College, Strategic Plan, 2018/19-2022/23).

A number of global and local studies on the issue of managing strategic change have been conducted by various scholars. On a global scale, a study by Tudor (2014) on challenges and opportunities in managing change found out that lack of managerial skills hindered effective change. Fabian (2014), conducted a study and found out that the most essential challenges in managing strategic change are; how to set measurable short-term goals in strategy formulation, how to raise effective of communication throughout the company and how to involve employees in strategic change to increase motivation.

In Kenya, as mentioned earlier, Mironga (2012) conducted a study to determine the challenges of managing strategic change and found out that failure to recognize and implement changes, lack of understanding of strategy implementation, failure of

customers and employees to appreciate change, corruption and incompetence are the main hindrances to managing strategic change in NCWSC. Wabuko (2012) found that inadequate resources, outdated technology, bureaucracy, unsupportive culture, unpredicted weather patterns, political interference, seasonality and communication breakdown greatly hinder strategic change. Kiptoo (2008), studied The UON to find out how strategic change is being managed and found out that colleges and departments were critical in the change process. Murungi (2017), studied the Pan Africa Christian University, Nairobi to determine the how strategic change was being managed and found out that experienced and open leadership enhances employee morale and high quality service delivery and also an organization structure had a greater influence on the achievement of strategic change management.

A review of the cited empirical literature highlighted conceptual and contextual gaps that this study addressed. Some studies focused on the challenges of managing change while others focused on managing strategic change, thus there was no consensus in their findings as each organization experienced unique challenges and how they managed change. Thus this study focused on management of strategic change at KAFUCO. In a bid to address these knowledge gaps, this study sought to investigate how strategic change was being managed at Kaimosi Friends University College.

1.3 Research objectives

The objectives of the study were to;

- i. Establish the change management practices at Kaimosi Friends University College.

- ii. Establish the challenges encountered in the management of strategic change at Kaimosi Friends University College.
- iii. Determine the actions taken in mitigating the challenges of managing strategic change at Kaimosi Friends University College.

1.4 Value of study

To succeed in organizational change then an organizational leadership needs change management either on all employees or focused on a certain department that has a great impact on organizational change, thus in practice the study is aimed at providing knowledge on how to manage strategic change at Kaimosi Friends University College, different from other institutions of higher learning for purposes of gaining a competitive advantage over them. The study also sought to establish alternative measures and strategies that Kaimosi Friends University College can embrace to help them realize their strategic objectives faster in managing challenges of strategic change.

Theoretically, findings from this research study sought to provide and establish a new link with regard to management of strategic change in the education sector and more specific in the institutions of higher learning and also for other researchers in these field to use. The main aim was to help in improving productivity, efficiency and performance in sectors that were experiencing some weakness as far as change management is concerned.

The study will also help the government formulate policies with regard to management of strategic change in order to improve service delivery in Kenya's education sector both in

public and private learning centers with respect to the sustainable development goals and the vision 2030 in Kenya.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter is basically going to introduce the related literature on the study thus providing a framework for discussion on the issues of managing change. The main focus here is how strategic change management has been viewed by various scholars and how they help in understanding and developing the change process. In analyzing the literature review of this subject, the study looked at the theoretical foundation, change management practices, challenges and measures of managing change.

2.2 Theoretical Foundation

Management of strategic change has its solid underpinning in three theories namely, Open systems theory (Scott 2003), Path dependence theory (David, 1986) and Contingency theory (Bastedo 2004). These theories inform one another in such a way that an organization which is managing change finds it easy to follow the path already created by older organizations and since they are influenced by the immediate environment they are attached to on how they operate, these organizations strive to find a better way of maneuvering and managing change as need arises.

Open systems theory emphasizes on the fact that the environment greatly influence how an organization operate. Ansoff, Kipley, Lewis, Roxanne and Rick (2018), Scott, (2003) and Burnes, (2009) argue that open systems theory comprises of interconnected and interdependent subsystems- which function as a whole, that are in constant interaction

with the environment. A slight change in one subsystem such as managerial subsystem means other subsystems such as goal and value and technical subsystems will be affected.

Organizations function on an input- output basis where the inputs are derived from the environment and the output is given back to the environment within which it is operating. In this case, the external environment of any organization significantly influence the internal environment on how they operate through provision of important resources that are vital to their existence (Bastedo, 2004; Daft, Kendrick and Vershinina, 2010). Open systems theory points out that organizations are continuously confronted with changes emanating from the environment and therefore these organizations need to expeditiously embrace the change by adopting and adapting to them to remain relevant in the future and also gain competitive advantage (Graetz and Smitt, 2009; Al-Haddad and Kotnour, 2015). Based on the theory's postulations organizations are engulfed with numerous uncertainties as a result of environmental and technological changes that they need to embrace in order to survive.

The Path Dependence Theory originated (David1986) sees organizations to be finding it easy to follow an already established avenue or path since it is less costly than to develop a completely new path to follow. Path dependence usually arise from resistance to change by members of the organization or reluctance to embrace change in the organization. The good thing with these theory is that it is still actively changing to accommodate choices that control the present and future decisions of an organization. Path dependence theory describes how an organization is influenced by the environment in terms of technological advancement (Selnick 1992). The theory of path dependence is relevant in this study for it acknowledges that the organization is influenced by the broader field within which it is

located. It sees people and the organization as being engaged in the quest for legitimacy hence nations, organizations and individuals want to fit in to conform to the indisputably justifiable versions of themselves (Jones, 2010). Working effectively means an organization understand its environment well both internally and externally (Kotter, 1996). New organizations suffer the problem of newness in the environment and many die for not developing the competences needed to attract customers and obtain the scarce resources. Formal legitimate structures may reduce efficiency and interfere with the organization's competitive position in its technical environment (Jones, 2010).

Contingency theory postulates that there is always one best way of doing things (Bastedo 2004). Organizations seek effectiveness by aligning the features of the organization with the uncertainties that reflect its situation (Donaldson, 2001), where performance of an organization depends on the fit in these uncertainties such as level of technology of an organization, the size of an organization, the environment and the strategy adopted based on what the organization takes as its structure. Although the structure does not necessarily determine the strategic changes needed, an adjustment to the organization's structure by leaders is good for higher performance.

2.3 Change Management Practices

Change in an organization is steered by the change agents who are usually found at all levels of management and if one fails to be present then change fails and it may not be realized (Bridges, 1991). Change can only be successful if there is total support of top management, measured objectives, methodical planning and also commitment of resources. Strategic change involves strategic decisions that determine the direction and viability of an organization with respect to predictable and unpredictable changes that

may occur in the surrounding environment thus ensuring enhanced communication during the period of change is vital (Graetz and Smith, 2005). Al-Khouri (2010) suggest that developing an action plan helps an organization in eradicating and reducing change restricting forces. In this regard, change and change process needs to be clearly communicated to every member of the organization in order for it to be implemented.

As noted earlier in this section, planning plays an integral part in the change management strategy where communication of vision and strategy in every strategic change initiative is necessary (Kotter, 2010). Kotter suggests that training of staff is very important in order to make them have an understanding of the need for behaviour change and the benefits it has to them and the organization. Despite having the support of top management with measured objectives, methodical planning and also commitment of resources, if not implemented well the change program may fail. Therefore top management needs to embrace flexibility in adaptation to new adjustments with regard to their target definitions.

Goodstein and Burk (1991), argues that change management process involves aligning people, cultures and resources with focus to the organizational directions. Many organizations usually encounter numerous problems in the process of transiting that may cause delays and additional costs hence hindering the implementation of the desired changes. Time and resources are the key factors to be put into consideration in managing strategic change in an organization that is undertaking change. To get people sustained, energetic, and committed to the change process, management has to be resourceful in designing and using motivational incentives such as rewards as a means of recognizing and celebrating success and hard work (Cabrey and Haughey, 2014).

2.4 Challenges of Managing Strategic Change

Strategic management is used by an organization to plan for its future success in a highly competitive, unpredictable and turbulent environment. Planning for and managing change can be the most challenging element in management as a manager can plan in anticipation for change then it does not happen as planned.

According to Rezvani (2012) organization's strategy is strongly affected by culture, managers' decision making process, competition, environment, political issues, employees and labour and technology. Managing systemic aspects like culture change, fixed investment and new technology introduction have a huge cost implication hence becoming a barrier to managing strategic change (Obonyo and Kerongo, 2015). Johnson and Scholes (2008) points out that inadequacy of resources is a challenge since resources are a key components of strategy implementation.

Ansoff and McDonnell (1990) noted that strategic planning and strategy formulation have been the main focus in systematic management of strategy. Planning and execution or implementation are interdependent thus exists an overlap between planning and implementing of a strategic plan minimizing chances of success in execution although the implementation can be burdened by carrying the organization with the change (Burnes, 2009). David (2008) argues that an organization that internalizes strategy and makes it a culture sometimes leads to group think thus defining itself in narrow perspectives. It is far cost effective to anticipate and work with social problems as they unfold than to ignore and put money into the system then correct the mess later (Blaxill and Eckardt, 2009).

In managing strategic change organizational leadership can pose a challenge as it assumes three dimensions which are task oriented leadership, relationship oriented leadership and change oriented leadership. According to Hay & Hodgkinson (2006), task oriented leadership is concerned with accomplishing the task, utilizing the personnel and resources efficiently to maintain reliable operations. Change oriented leadership is concerned with improving strategic decisions, adapting to change in the environment, increasing flexibility and innovation, making major changes in processes, products or services and gaining commitment to change while change oriented leadership is concerned with efficiency and effectiveness in the short run making people more comfortable in many organizations (Senge (1999)).

Leadership in these case provides development strategies that are essential to an organizations survival. De Wit and Meyer, (2010) argue that depending on the span of control of each manager and division of labour an organizational structure will consist of one or more layers of management in order to function efficiently and effectively. Therefore organizational structure is a critical component of a successful change management process hence developing a structure that supports a firm's change initiative is not easy due to the uncertainties in the ever changing and dynamic environment.

Chia and King (2001) acknowledges that communication challenges arise from the central role that language plays in managing change and they note that the nature and role of these language is often misunderstood as it is regarded as problematic in its use. Early open communication and providing advance notice of an upcoming change can significantly reduce resistance. According to Collins (2001), language can fails to capture

the reality of change as an ongoing process if it defines change in terms of achievement and stability alone.

Current literature tends to view resistance, not as a problem, but as a symptom of more fundamental problems that require attention as it increasingly suggests that people do not resist change for the sake of resisting it instead they are more often held back by the uncertainties that surround the proposed change which is found within both management and staff (McNally, 1994). Although resistance is equated to an old adage management styles, it is often seen as an important tool for drawing attention to aspects of change that need further thought (Harvey & Broyles, 2010).

2.5 Measures to deal with Challenges of Managing Strategic Change

Organizations deal with change differently due to differing organization's cultural and geographical setting within which they operate in. This would mean training and retraining the employees to acquire the necessary competence needed to deal with the challenges that emanate while managing strategic change depending on where the organization is located.

Kotter and Schlesinger (1979) suggests that managers need to conduct a full analysis of the current organizational situation to identify the forces causing the problem then conduct an analysis of the factors relevant to and arising from the potential change and consequently select, plan and execute a well-crafted change strategy based on the analysis. Kotter and Schlesinger further suggest managers also need to clearly outline the involvement of others, the speed of change and the amount of preplanning needed as well as monitoring the implementation process to make any necessary adjustments.

Change management requires strong leadership which can quickly push through stressful, risky shifts in the business and organizational system. De Wit and Meyer (2010), points out that managers should know when to change, when it is wiser to seek stability and also know when to trigger a change and when to avoid one. Confronting sources of rigidity and turning crisis into an opportunity are among the key qualities needed by managers in implementing and managing change in an organization hence creating a culture of performance.

Change process affect the reward systems of employees, organization's structure, stakeholders roles and appraisal mechanisms thus needs to be reconsidered for an organization that has the desire to survive (Bainbridge, 1996). Change is brought about by advancements in technology calling for an organization's workforce to be prepared to accommodate the infrastructure that comes with new technology and innovations. To make all employees within the organization informed and knowledgeable, proper coordination between activities and teams, accountability, effective communication, resource allocation, systems of the organization and strategy alignment to the organization's operations are necessary (Kirkpatrick, 1985).

Resistance to change can bring about inertia in an organization thus top managers need to pay attention to the sources of resistance to change in order to bridge any capacity gaps (De Val and Fuentes, 2003). Laying off some staff could be one option for managers to those members who persistently oppose change since they can easily bring conflict and confusion in an organization that is in the quest for strategic change (Scott-Villiers, 2003).

Bartol and Martin (1991) agrees with Lewin (1947) who visualizes a three step change; unfreezing the previous behaviour to create awareness of the need for change, changing and refreezing the new behaviour to reinforce them. They further explain that this model is essential as it helps managers realize that the unfreezing process is a necessity before employees are willing to change since they outline the importance of involvement and communication as strategies for dealing with resistance.

2.6 Summary of Literature review and Knowledge Gaps

Contextually many scholars have studied varied concepts of managing strategic change. A study done by Bwibo (2000), on challenges faced by NGO's in managing strategic change in Kenya, ascertained that improper financing and poor management were the major challenges facing NGO's in managing strategic change. Mironga (2012), studied challenges of managing strategic change at the Nairobi City Water and Sewerage Company (NCWSC). Ohanga (2016), studied JOOUST on managing strategic change. Kiptoo (2008), studied strategic change management at The UON. Murungi (2017), studied strategic change management at the Pan Africa Christian University, Nairobi.

These studies were conducted in different contexts there has not been a consensus in their findings since challenges and how change is managed are unique to each organization thus unique outcomes are observed. In this regard, little has been done on the concept of managing strategic change in the context of KAFUCO since its inception, thus the study attempts to address management of strategic change at KAFUCO to bridge the knowledge gap.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Chapter three explains the methodology that was used to conduct the study on managing strategic change. It covers research design, data collection and data analysis.

3.2 Research Design

Given that this study focused on management of strategic change at Kaimosi Friends University College then the research design adopted was a case study because it has a greater ability to capture the detailed reality on the ground. A case study is defined as an empirical enquiry which investigates a phenomenon in its real life context of an organization to provide solutions to current problems (Uma 2003)

The researcher in this study focused on identifying the change management practices, challenges faced in managing strategic change and the mitigating actions to managing strategic change. The advantage of this research design is that the researcher gets a chance to study the phenomenon in its natural setting and environment and that recently happened events are captured (Yin, 2017). Mugenda and Mugenda (2003) argue that a case study explains a phenomenon more deeply and exhaustively in order to draw inferences through answering “how” and “why” questions (Yin, 2017).

3.3 Data Collection

Data collection involves gathering and measuring information on variables of interest in a systematic way. In this study the main source of data was primary where the researcher conducted an in-depth interview to the Deputy Principal and four Heads of Departments

since they control the University's resources and policies therefore having a direct impact on strategic changes.

The researcher settled at open ended questions as it helps in measuring sensitivity of behaviour, discover silence and encourage natural modes of expression to an issue (Cooper and Schindler, 2003). Data here was qualitative in nature gathered through an interview guide as demonstrated in appendix I on a face to face basis.

3.4 Data Analysis

This study used content analysis since this was the best method of analyzing data as it provided in-depth understanding of collected data with regard to the specified objectives (Mugenda and Mugenda 2003). This research adopted content analysis as it had been used successfully by other researchers before in their studies. These method of content analysis was regarded most appropriate as it guarded against subjective perception of the content and also provided reliability and validity of data.

In order to establish the change management practices, challenges faced in managing strategic change and the mitigating measures to be used, the data collected through an interview was analyzed using content analysis as the respondents were expected to provide qualitative responses.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter brings out the data analysis, findings and discussions that addressed the study objectives of establishing the change management practices at Kaimosi Friends University College, establishing the challenges encountered in the management of strategic change at Kaimosi Friends University College and determining the mitigating actions in overcoming the challenges of managing strategic change at Kaimosi Friends University College.

4.2 Change Management Practices at KAFUCO

According to the interviewees it was evident that Kaimosi Friends University College had adopted a number of strategic change management practices that will see it achieve the desired results and address the strategic objectives. The study established that the strategic objectives at KAFUCO are to increase the student enrollment by developing and implementing demand-driven academic programmes, Enhance the Institutionalization of Quality Management in Teaching and Learning, Enhance Quality Assurance and Relevance to adhere to CUE guidelines and standards in terms of qualifications during recruitment of lecturers (PhD) to enhance service delivery and in strategically important academic areas and Promote Student Welfare.

“We have objectives such as increase the student enrollment, enhancing quality assurance and relevance, enhance utilization of innovations and research findings and increase the size and quality of teaching staff” (University, Deputy Principal)

The interviewees reiterated that the university was in the process of recruiting senior lectures into the system since they had not been there before from the time of its inception. In the words of Human Resource Manager,

“The university is in the process of expanding the teaching staff. We are planning to recruit the first senior lectures this year” (University, Human Resource Manager).

In the words of the deputy Principal,

“The plans of recruiting senior lecturers is underway and soon we shall have them on board” (University, Deputy Principal).

It was predominant from all the interviewees’ responses that the university was in the process of employing more junior staff to fill the gaps in offices in order to help in the process of strategy implementation for better results.

“As you can see as you just entered in a lady and gentleman walked away to be taken to and oriented in their respective areas since they have just been hired in the library and finance respectively” (University, Human Resource Manager).

Change was communicated on a top down approach and formulated by the top management and heads of sections in the University and then implemented by the junior members. In that regard the interviewees said that the Strategic Plan, 2018/19-2022/23 was under review to include the strategic changes anticipated posed by both internal and external environment to align with the big four agenda of the Kenya national government.

“ we use all available means of communication in relaying the desired message to the staff in time to avoid problems of delays in action and wrong interpretation of the information when it is due” (University, Deputy Principal).

“The university has adopted a top down approach communication form where we are informed first before the information reaches the junior staff” (University, Finance Officer).

Based on the interviewees responses on strategic change, KAFUCO has slowly but progressively moved from its past state to the current state towards some desired future state improving its competitive advantage in western region of Kenya. The institution encouraged their staff to further their studies through training in various fields.

“Our staff especially teaching staff is encouraged to study further to improve on knowledge and skills. As it is now, those lecturers we started with have advanced in their studies with some attaining PhD while teaching here” (University, Human Resource Manager).

The interviewees noted that there was adequate support from top management to the junior staff in implementing the strategic change desired by providing the necessary required information to them.

“ whenever we feel there is incapability in some employees in understanding and implementing change we train them and take them through the need for change” (University, Finance Officer).

The study established that there is support from the entire staff in implementing strategic change at the facility and thus ready to embrace organizational change if need be to improve the organization’s image.

“Most of our staff has been very supportive in implementing these changes that is why we implement with ease” (University, Dean of Students).

“If this would bring about the change required and for the better of our institution then we are ready” (University, Finance Officer).

4.3 Challenges of strategic change management

The findings revealed that all the interviewees had worked for the organization for more than four years and that they have experienced a number of challenges in managing change. Communication as was identified earlier uses a top down approach which is hindering consultative decisions. There is poor communication as it is limited to top management only leaving the junior members oblivious of the need for change.

The study established out that there is an unsupportive community as they experience communication breakdown between the institution, KTTC and the church over amicable out of court solution to arising differences. According to the findings, resistance to change was evident as employees hesitated moving from their comfort zone and moving from doing things the way they have been doing. This practice brought about delays in strategy implementation for fear of the unknown.

“We are not getting enough support from the community in our quest for expansion. These ground was originally occupied by the KTTC but after the university taking it we have since had differences concerning the ownership of the parcel of land with KTTC and the church. Sometimes it led us to court” (University, Finance Officer).

Two of the interviewees pointed out that although the junior employees had the fear of losing jobs hence resisting change, the change process would even create more jobs.

“... I wonder why they should fear losing their jobs yet they know very well that we still need more staff into the system”. (University, Registrar Administration).

“People should not fear losing jobs. The University is expanding and will need even more employees” (University, Dean of Students).

The study found out that just like in any other organizations, resistance to change is common. Seminars were reported to have been conducted before any major change took

place especially to those directly involved. Several training sessions were organized and consultants invited to pass necessary information in preparation for the change. As much as all these were done, they were a little inadequate.

Inadequate resources was identified as a major player contributing to the challenges of managing strategic change as resource allocation did not meet the threshold of implementing a strategy. The responses from all the interviewees revealed that the university has inadequate lecture halls as well as low staffing levels thus hindering service delivery to both the clients and the public. Lack of physical facilities such as office space and associated equipment also contributed to the challenges being faced in managing strategic change.

“Our major challenge here is low staffing levels and even if we had them now we lack office rooms for them” (University, Human Resource Manager).

When asked to comment about the influence of leadership on the change process, the interviewees quickly pointed out that the university does not experience poor leadership but it is greatly affected by the political interference.

“We have no problem with our leadership. The only problem is the politics around from the community”, (University, Deputy Principal).

“If we had leadership problems we would have attracted media and the public but as you can see we are very peaceful” (University, Dean of Students).

It was brought out by the interviewees that the unanticipated change from the Ministry of Education and The Commission for University Education is a major challenge in the process of evaluating strategic change initiated.

All these struggles the university has in the change process had been brought about by the competitive pressure posed to them by the external environment and their need and desire to gain and sustain competitive advantage which then becomes a big challenge as it requires time and resources that are scarce in supply.

4.4 Mitigating Measures to deal with Challenges of Managing Strategic Change

Findings from the study demonstrated that change had been taking place at KAFUCO over time. The interviewees pointed out that institution had been holding regular meetings, displaying memos, noticeboards displays to curb grapevine information and improve on communication.

“To curb communication breakdown we hold regular meetings, displays on notice boards and many others. This helps in avoiding spread of wrong and misleading information within the employees” (University, Human Resource Manager).

According to response from the interviewees the study revealed that the organization had provided two modern offices to employees to help them get a conducive working environment in order to serve diligently. The institution had committed resources to facilitate the process of change thus attracting improved resource allocation from the ministry of education.

“We have two modern offices where I sit being one of them. Initially we were sitting in the same office with my secretaries. For any strategy to work, resources have to be attached to it hence we commit the finances we have that is why we have had an improved allocation from the ministry concerned.” (University, Deputy Principal).

The institution had also partnered with other organizations and developed funding proposal to aid their research. The institution has also recruited new staff who can help in

managing strategic change through proper and successful implementation of change needed.

To cope with resistance to change, the institution had improved the staff salaries and benefits and made them higher than those from the surrounding institutions. It had also improved the working environment by providing modern offices for ease of operations.

“ we ensure that our employees go home smiling by ensuring that there is something good for them at the end of the month and also fringe benefits such as airtime, travel allowance and many others” (University, Finance Officer).

The institution had partnered with the local community in providing some essential services to the students such as catering services and accommodation in order to get them support the growth of the institution.

“We have asked the local community to come out and provide some essential services to our students such catering services and accommodation. These is in a bid to create a conducive working environment with the surrounding” (University, Dean of Students).

One of the interviewees pointed out that need for the state of the art technology in monitoring the environment for any unanticipated change triggers especially from the Ministry of Education was necessary since being a public institution they receive more attention from media and the public which could easily be distorted by interested parties.

“The ministry of education is ever surprising us with changes, some get us unprepared. I think there is need to invest in the state of the art technology to help in scanning the environment for any changes” (University, Registrar Administration).

4.5 Discussion of the Findings

The main aim of this section is to examine the relatedness of this study with the existing theories and the findings of the previous studies. The study showed some similarities in its findings with those studies that have been done earlier on the same topic and especially in the same industry.

The study findings established that recruiting senior lectures into the system, employing more junior staff to fill the gaps in offices, proper coordinated communication, reviewing the Strategic Plan and providing adequate support from top management were fundamental to the university's progress. In this regard the top management team provided their long time expertise and experience in matters of change management and solving issues upfront. This is a clear indication that the process of change management is an all-inclusive and participatory engagement where consultations, frequent communication of the need for change throughout the process of strategy formulation, implementation and evaluation is necessary.

Kotter (1999) argued that leadership is not only the development of vision and strategies but the alignment of people behind the strategies. KAFUCO's leadership aligned people well in the organization who were to benefit from the new strategies by way of reviewing the strategic objectives. The study findings established that poor communication, unsupportive community, resisting change, inadequate resources and lecture halls and unanticipated change if not well managed can be a stumbling block to the success of any organization. From the findings the researcher concluded that although any strategy being formulated needs to involve all stakeholders in the organization, plans are formulated and managed well and relatively fast when the parties involved are few in number. Decisions

are arrived at quickly translating to faster execution of a strategy that positively position an organization in its environment for competitive advantage. Although KAFUCO's experience reinforces the conclusion by De Val and Fuentes (2003) who argued that reasons for the failing in many change initiative lies in resistance to change. To have proper implementation of strategy then adequate human resource is necessary thus a spot check of any deficiency in any department needed to be addressed immediately (Albrecht, 1979).

The study established that holding regular meetings, displaying memos, noticeboards displays, creating office space to employees, committing resources to facilitate the process of change, partnering with other organizations and developing funding proposal to aid their research and improving the staff salaries and benefits help in providing a solution to the challenges posed. In this regard, the study also confirmed that an organization that has a well thought and crafted strategy finds it easy to solve problems emanating from other departments and disciplines within itself.

Good strategy formulation is the pivot point of success in any organization which also implies that a poorly planned strategy leads to failure and difficulty in running the organization. This depends on the situation and the context of change as well as the features that need to be taken into account in designing change programmes (Johnson, Scholes, and Whittington, 2008). This agreed with the Kurt Lewin in Burnes, 2009 that an organization identifies an area where it believes change is required and undertakes a process to evaluate and if necessary bring about change.

The study has revealed the interrelatedness of the theories mentioned in chapter two and agreeing with their related literature where the institution works as an open system

putting emphasis on the influence the environment has on how an organization operate. Change brought by the external environment directly influences how the institution operates in its internal environment. The changes in teaching staff have been brought about by the need to expand the staff and also the regulations from the universities regulatory body, CUE and the ministry of education.

This study confirmed that KAFUCO adopted a planned change approach where plans were formulated and communicated by the top management to the junior members although in some instances it is emergent. The need to recruit the first senior lecturers of the university came as a result of having a gap to be field which agrees with Baterman and Zeithaml (1994) who viewed change as a phenomenon that commonly occurs where a gap has been identified and needs to be filled. The interviewees noted that the institution is in the process of realigning the strategic plan to incorporate the big four agenda of the national government.

The study revealed that although organizations suffer the problem of newness in the environment and many die for not developing the competences needed to attract customers and obtain the scarce resources, a new organization is better placed to formulate and implement strategic change well and faster than an old organization (Burnes, 2009).

The findings from these study agreed with the findings of Wabuko (2012) and Nduati (2012) that among the things that greatly hinder strategic change in an organization are inadequate resources, poor communication and unsupportive culture and community. The case study also contributed to bridging the research gap identified by examining the works Bwibo (2000),on challenges faced by NGO's in managing strategic change in

Kenya, Mironga (2012), on challenges of managing strategic change at the Nairobi City Water and Sewerage Company, Ohanga (2016), on managing strategic change at JOOUST, Kiptoo (2008), on strategic change management at The UON and Murungi (2017) on strategic change management at the Pan Africa Christian University, Nairobi.

The findings also agreed with path dependence theory as it finds it easy to follow an already established avenue or path for it is less costly than to develop a completely new path to follow given that a new institution may suffer from the problem of being young in the environment and may easily die.

The study confirmed that KAFUCO works in line with the contingency theory which states that there is one best way of doing things and thus the leaders make adjustments to the organization's structure for higher performance making it the fastest growing constituent college in western region of Kenya. As mentioned earlier these theories inform one another in that an organization which is managing change finds it easy to follow the path already created by older organizations and since they are influenced by the immediate environment they are attached to on how they operate, these organizations strive to find a better way of maneuvering and managing change as need arises.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the findings after analyzing the content based on the research objectives, the conclusions that are drawn from the research findings, recommendations for policy and practice, limitations and suggestions for further research arising from the recommendations.

5.2 Summary of the Findings

This study on the management of strategic change at Kaimosi Friends University College zeroed in around the objectives of establishing the change management practices, challenges encountered in managing change and the mitigating actions taken to overcome the challenges encountered.

It was noted that KAFUCO practices among others; recruiting senior lectures into the system, training of the existing staff, visible and active senior management support, timely communication of change, partnered with the local community in providing some essential services to the students and reviewing the Strategic Plan (2018/19-2022/23) to include the strategic changes anticipated posed by both internal and external environment to align with the big four agenda of the Kenya national government and employing more junior staff to fill the gaps in offices in order to help in the process of strategy implementation for better results as their change management practices.

The findings from this study showed that KAFUCO embraces top down communication as opposed to interactive communication which hinders consultative decisions leaving the

junior members oblivious of the need for change. It was also revealed that there is communication breakdown between the institution, KTTC and the church over amicable out of court solution to arising differences. Resistance to change among employees was evident causing delays in strategy implementation for fear of the unknown.

Inadequate resources was identified as a major player contributing to the challenges of managing strategic change as resource allocation did not meet the threshold of implementing a strategy such as dealing with inadequate lecture halls as well as low staffing levels thus hindering service delivery to both the clients and the public. Lack of physical facilities such as office space and associated equipment also contributed to the challenges being faced in managing strategic change. Other challenges affecting change management process at KAFUCO included; political interference, unanticipated change from the ministry of education and the commission for university education in the process of evaluating strategic change initiated and competitive pressure posed to them by the external environment.

Despite all these challenges KAFUCO had not let it go on the quest of managing strategic change thus the institution had put in place some measures they use in dealing with the challenges encountered in the process. The institution motivated staff through continuous training on strategic matters from external consultants during this time of strategy realignment, conducting periodic appraisals that triggered the need for strategic realignment, constructing modern offices to employees to help them get a conducive working environment in order to serve diligently. The institution has also partnered with other organizations and developed funding proposal to aid their research, recruited new

staff who can help in managing strategic change through proper and successful implementation of change needed.

Top management has held regular meetings, displaying memos, noticeboards displays to curb grapevine information and also it committed resources to facilitate the process of change thus attracting improved resource allocation from the ministry of education.

The findings are aimed at assisting Kaimosi Friends University College realize their strengths and weaknesses and determine where more effort is needed in order to continuously improve on service delivery.

5.3 Conclusion

On successful completion of the study, the researcher concluded that strategic change at KAFUCO came about as a result of both internal and external pressure posed by the highly dynamic environment with an aim of meeting the needs and desires of their clients who include the students, parents and the ministry of education. This resulted in KAFUCO embracing both emergent and planned approaches to change, a phenomenon that agrees with Mintzberg's (2003) assertion that managing strategy is managing change thus supporting the existing literature.

KAFUCO had to review their strategic plan to accommodate the emergent strategy of aligning with national government goals. This was in a bid to remain relic to the society and sustain a positive competitive advantage. Fear of the unknown by the employees in most organizations which has always resulted to resistance to change as it is often associated with retrenchment, layoffs, among others.

The concept of managing strategic change in the context of KAFUCO was successfully executed and the outcome showed that it has minimal similarities with how strategic change is managed in other organizations. The study revealed that when establishing change at KAFUCO the junior staff are only informed on the strategic change needed but their contribution in strategy formulation is restricted a phenomenon that slightly disagrees with the empirical literature where all stakeholders need to be involved in strategic change formulation.

5.4 Recommendations for Policy and Practice

The study established that managing strategic change at KAFUCO requires time, adequate finance and reliable and experienced human resource to register any meaningful success. The study therefore recommends that institutions and organizations should continuously strive to gain sustainable competitive advantage in their market domain by being in possession of relevant key resources such as financial empowerment, experienced human resource, modern technology, space and time which is fundamental to achieving the desired competitive advantage while being cautious to avoid work and strategy duplication.

The practices of managing strategic change identified by this study included; staff motivation, support from top management, timely communication. Communication helps clarify how change will affect the junior staff and remove the fear of losing jobs. The study recommends the need to invest heavily in modern information Technology since it is currently a major driver of change in many institutions. Training of the existing staff on modern information Technology techniques is essential for they are in direct interaction with the day to day challenges in the institution.

The study established that unsupportive community, inadequate resources, unanticipated change from the Ministry of Education and The Commission for University Education are among the major players contributing to the challenges of managing strategic change at KAFUCO. The study therefore recommends that establishing links with international organizations for support and also considering the interests of the community and the governing body in their strategy formulation and implementation will greatly contribute to the success of the organization.

The study findings revealed that KAFUCO has struggled to see to it that the challenges facing it are curbed by ensuring there is better communication, resource commitment, partnering with other organizations, developing funding proposals and improving the staff benefits. In this regard the study recommends that there is need for the university to set up an office for strategic management within the institution in order to strengthen an effective monitoring system to continuously monitor and evaluate the change results to ensure the gains are achieved. The team responsible for policy formulation in the institution need to evaluate the challenges facing the institution and use them to as a guiding tool for policy making.

5.5 Limitations of the Study

The study focused on strategic change management practices in a single institution and it did not show its relationship with other organizational variables such as performance, size, industry type and code of ethics.

Since this study adopted a case study design it can't be used to generalize the results to a wider population as they have varied opinions on the same issue and the researchers' own

subjective feeling may influence the case study hence the study findings cannot be used to replicate among other researchers on the same concept and in the same context.

This study also focused on KAFUCO thus the study findings cannot be used to apply to other public universities as they operate in different environmental settings. The challenges and approaches to change management may be different thus resulting into different outcomes.

5.6 Recommendations for Further Research

This study concentrated only on management of strategic change at Kaimosi Friends University College without relating it to other variables thereby giving it a narrow scope that may provide premature conclusions on the concept under study. The researcher therefore recommended that a study be done in future on how strategic change is being managed at KAFUCO in relation to other variables such as performance, size, industry type and code of ethics.

Since the researchers' own subjective feeling may influence the findings using case study design, the researcher therefore recommended that a similar study be conducted in the university using different research designs to determine whether or not there is consensus in the findings.

As noted earlier in the limitations that the study findings cannot be used to apply to other public universities as they operate in different environmental settings the researcher therefore recommended that a cross sectional study be done in all other public universities to establish the cause of these differences in their findings.

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APPENDICES

APPENDIX I: Interview Guide

PART A: Strategic Change Management Practices

1. Describe how need for strategic change is communicated to employees?
2. What are the strategic objectives of change for your organization?
3. Describe the process of setting strategic change objectives in your organization?
4. How does your organization communicate these strategic change objectives?
5. How does Kaimosi Friends University College implement their strategic change?
6. Comment on the commitment and support to strategic change implementation by the business and functional level managers.
7. Is Kaimosi Friends University College ready to embrace organizational change that comes about during strategic change implementation?
8. Comment on the employees' capability to manage and implement the strategic change process.
9. Has KAFUCO embraced corrective measures and procedures in the strategic change management process? If yes, which measures and procedures are in place?
10. Were the changes managed? Who communicates the change and how is it communicated?
11. Has Kaimosi Friends University College adopted strategic change management practices? If yes, what are they?

12. Who is in charge of the change process at Kaimosi Friends University College?
13. Does Kaimosi Friends University College continuously research on best practices in managing strategic change? If so, are the best practices applied in your department?
14. In your own opinion, are there efforts to improve managing strategic change at Kaimosi Friends University College?

Part B: Challenges in managing strategic change

1. Are there any challenges Kaimosi Friends University College faces while formulating its strategies?
2. What challenges have been encountered in implementations of strategic change and how have they been dealt with at Kaimosi Friends University College?
3. What are the challenges facing strategic change evaluation at Kaimosi Friends University College?

PART C: Measures to deal with the challenges of managing strategic change.

1. What measures is the institution using in dealing with challenges being faced during the implementation of the strategic change?
2. Is there any other information you can give concerning management of strategic change?

APPENDIX II: Letter of Introduction



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
KISUMU CAMPUS

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Mobile: 0720348080
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P.O Box 19134-40123
Kisumu, Kenya

Date: 24th September, 2019

TO WHOM IT MAY CONCERN

The bearer of this **GIDO AUSTINE SELONGE**

REGISTRATION NO: D61/5029/2017

The above named student is in the MBA program. As part of requirements for the course, he is expected to carry out a study on "**Management of Strategic Change at Kaimosi Friends University College, Kenya**"-

He has identified your organization for that purpose. This is to kindly request your assistance to enable him complete the study.

The exercise is strictly for academic purposes and a copy of the final paper will be availed to your organization on request.

Your assistance will be greatly appreciated.

Thanking you in advance.

Sincerely,



ALEX JALEHA
COORDINATOR, SOB, KISUMU CAMPUS

Cc File Copy