

**STRATEGIC PLANNING AND PERFORMANCE OF UNIVERSITY
OF NAIROBI**

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DECLARATION

This research project is my original work and has not been presented for award of a degree at the University of Nairobi or any other University.

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D61/72637/2014

The research project has been submitted for examination with my approval as the University supervisor.

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DEDICATION

I wish to dedicate this research project to my wife Eunice Waceke Kang'ethe and my daughter Melanie Nduku Chome for their support and encouragement when writing this project.

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This research project in its present form has been made possible by God and a number of people to whom I am greatly indebted and to whom I would like to express my gratitude for giving me the strength and grace to get through this proposal, thank you for your unconditional grace.

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ABBREVIATIONS AND ACRONYMS

| | |
|--------------|---|
| ICT | Information, Communication and Technology Center |
| RBV | Resource-Based View |
| RTCEA | Royal Technical College of East Africa |
| SWOT | Strengths, Weaknesses, Opportunities and Threats |
| U.S.A | United States of America |
| UoN | University of Nairobi |
| TPRU | Transformation, Performance Management and Reforms Unit |

ABSTRACT

Strategic planning is effective in envisioning a desired future and translating this vision into broadly defined goals or objectives and a series of steps to attain them. Strategic planning is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to changing environment. The strategic planning process assists organizations to match their capabilities and resources to a dynamic environment. Universities are operating in a very dynamic environment which creates new opportunities and challenges. Institutions that address the opportunities and challenges survive and prosper in the foreseeable future. The University of Nairobi has adopted strategic planning to successfully align itself to the ever changing environment. This study therefore sought to establish the influence of strategic planning on the performance of the University of Nairobi. The study used a case study design, which involved an in-depth investigation of strategic planning and performance of University of Nairobi. Primary data which was collected by use of an interview guide was used to meet the objective of the study. The respondents were College Principals, Deans and Directors. Since the data collected was qualitative in nature, thematic content analysis was used in the data analysis. From the results, the study established that the University of Nairobi has a strategic plan, which is reviewed every five years. The study also found that strategic planning helps the University of Nairobi to improve its performance. In addition, the plans and budgets in the strategic plan are used as the basis for the annual performance contracts. The use of a strategic plan has helped the University of Nairobi to improve on its competitiveness both locally and globally and hence it has been in a position to establish strategic partnerships and sign Memoranda of Understanding (MoUs) with other reputable Universities all over the world. The study therefore recommends that the management should thus take keen interest in each of the aspects of strategic planning in order to ensure that the accumulative and multiple effects are enhanced and harnessed in the entire strategic planning practice. The study also recommends that the University of Nairobi should ensure the inclusion of all stakeholders in the strategic plan. Stakeholders should include the teaching staff, non-teaching staff and the students' body. The main limitations of the study was that some target respondents failed to give the required information as the information they offered could be used against them and results of this study were thus not generalizable because the University of Nairobi cannot be considered to be a representation of all the 22 public universities in Kenya. The study also used qualitative data. In qualitative research quality is heavily dependent on the individual skills of the researcher and more easily influenced by the researcher's personal biases and idiosyncrasies. In addition, Data collection and analysis is often time consuming. The study suggests further studies on the influence of strategic planning on the performance of the public universities in Kenya. Further, the study suggests further studies on the strategic plan comparison in both public and private universities in Kenya. The study also suggests further studies on the challenges facing the implementation of the strategic plan in public and private universities in Kenya.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Strategic planning is an organization's process of knowing where it will be in future and deciding on the required resources needed to enable it successfully achieve its desired goals. Strategic planning's roots are in the arena of large-scale military operations and it can be defined as the fit between an organization and its environment. According to Steiner (1979), Strategic planning is an attitude and a process concerned with the future consequences of current decisions. Formal strategic planning links short, intermediate, and long-range plans. Strategic planning does not attempt to make future decisions or even forecast future events. It need not replace managerial intuition and judgment with massive, detailed sets of plans. In an organization, strategy can be applied at the following three levels; corporate level which looks at the general direction of the whole organization, business level which looks at how the organization or its strategic business units (SBU) tackle particular markets and functional level which looks at specific strategies for different departments of the business (Schwenk & Shrader, 2003).

Strategic planning is an approach to the operations of public organizations which has been effectively used in the private sector for a long time. By this, public organizations can make appropriate decisions, with an objective to control limited resources in a more coherent way, to boost and improve services and realize a greater contentment of citizens and business enterprises (Murphy, 2013).

Until presently public organizations were unsuccessfully managed and their operations have been built in an unstructured way, without any serious measures. That led to inadequacy and ineffectiveness, which eventually led to a decrease in the quality of public services and high dissatisfaction of all stakeholders (Jung & Lee, 2013). That very modus operandi of public organizations has lasting consequences, since public organizations create environment for the growth of economy and create environment for social entrepreneurship, as a particular feature of strategic entrepreneurship. Consequently, public organizations have a high social responsibility and repercussions on the economic growth of a certain country (Galbreath, 2010).

According to Bertelli (2010), strategic planning is an idea that has already indicated notable results in market operations. Presently, it is almost impractical to find a serious profit organization which does not use the approaches of strategic planning in their business. Organizations that have a clearly defined concept of strategic planning are more likely to realize their objectives. Organizations that do not make use of strategic planning in their business have little possibility of survival in the market (Anderson & Dalpe, 2007)). A devised strategy takes into account the external aspects that have a vital impact on the organization, examines the internal strengths and weaknesses of the organization, defines the organization's objectives and ways to realize the set objectives, the strategy execution method, as well as the means for the estimation and evaluation of the execution of objectives. Organizations need to analyze and understand their strength and exploit them and also understand their weaknesses and protect the organization against them. Organizations need to understand the dynamics of competition.

This study was guided by Resource Based Theory and Goal Setting Theory. Resource based theory suggests that when an organization has assets that are valuable, rare, difficult to imitate and non-substitutable, it provides the organization with the opportunity to develop competitive advantage. Goal Setting Theory states that specific, realistic, challenging and clear goals along with appropriate feedback contribute to higher and better performance.

1.1.1 Concept of Strategy

Strategy from Henry Mintzberg's opinion has various meanings. He states that a few terms such as perspective, plan, ploy, pattern and position are used in place of strategy. Mintzberg (1995) has set up a five-P-model for the meaning of strategy, which offers some clues to the rich definition of the concept. The conventional conception of strategy can be seen in military strategy and in game theoretical management literature. An entirely different conception of strategy is to see it as a pattern of up-and-coming actions and behavior. In accordance to the pattern-view, strategy is not a predetermined plan, but regularity in behavior. In a sense in line with the pattern view, strategy is not a proactive but a reactive concept. This view may be difficult to accept, but it indicates the reality of numerous organizations (Arasa & K'Obonyo, 2012; Rintari & Moronge, 2012).

Mintzberg himself has been an influential advocate of the pattern-view. He has argued that, in the complex reality encountered by the modern organization, the job of the manager is not that of programming the employees but that of giving them a strategic vision, created by hard data offered by the strategists, a similar argument is given by Anderson and Dalpe (2007) who stress the need for administrators to offer purpose for the members of their organizations.

Strategy can be seen as where the organization is placed in its environment. Environment is the keyword here, the organization has to set up a fit that is relative to its competitors, external stakeholders and so on. This conception of strategy can be seen as proactive or reactive or as a planning-base (Galbreath, 2010).

Bertelli (2010) sees strategic planning as the process by which members of an organization envision its future and develop the essential procedures and operations to realize that future. Strategic planning is also a process of defining the values, purpose, vision, mission and objectives of an organization. Through the planning process, an authority or agency identifies the results it wants to realize through its programs and the definite means by which it intends to realize these results. Aosa (1992) emphasized that strategies are not valuable if they are developed and not implemented.

1.1.2 Strategic Planning in Organizations

Strategic planning is among the most valued management instruments for turning organizational dreams into reality. It is defined as the process by which organizations determine and set up lasting directions, formulate and execute strategies to accomplish lasting objectives while taking into account appropriate internal and external environmental variables (Murphy, 2013). The result of a rational strategic planning process is a blue print that defines organizational activities and resource allocation needed to accomplish organizational strategic goals. Majority of the successful private and public sector organizations' vision and mission guide organizational decisions about resource allocation to competing priorities and reinforce competitive positions (Jung & Lee, 2013).

Organizations run in a dynamic, turbulent and continuously changing competitive environment due to environmental factors. These entail economic fluctuations, development of new products and technology, social change or war, globalization as well as new customer demands (Arasa & K'Obonyo, 2012). Accordingly, both private and public institutions require being flexible and innovative in the way they handle with the unfamiliar business situations which they come across to allow them meet the challenge of competition and the varying and sophisticated needs of customers. So as to deal with these changes, strategic management has taken the centre stage in organizations that plans to succeed in the disorderly business environment (Kanini, 2012).

Strategic planning is a disciplined endeavor to produce decisions and actions that guide and shape what the organization is, what it does, and why it does it. Both strategic planning and long range planning cover numerous years (Kinyanjui & Juma, 2014). Nevertheless, strategic planning requires the organization to scrutinize what it is and the environment in which it is working. Strategic planning also helps the organization to focus its attention on the vital issues and challenges (Machado & Taylor, 2012). It, thus, helps the organization's leaders decide what to do about those issues and challenges. In short, as a result of a strategic planning process, an organization will have a clearer idea of what it is, what it does, and what challenges it experiences. If it follows the plan, it will also enjoy improved performance and responsiveness to its environment (Salkić, 2014). Strategy is about putting in place measures to ensure that organizational goals are met and guiding organizations to superior performance through establishing competitive advantage.

1.1.3 Organizational Performance

The importance of strategic performance measurement has grown substantially over the last few decades. The reinvention and results oriented management movements advocated for increased performance measurement for greater accountability and improved organizational efficiency (Salkić, 2014). Though not all public sector scholars are comfortable with the elevated importance of performance, many place value of measuring performance as a means of understanding how well an organization is performing.

Output measures, for example, gauge the amount of direct products, or units of services, produced as part of a program. Efficiency and productivity measures are typically ratios of output measures per the cost spent to produce the output. Service quality measures represent a variety of qualitative dimensions of the outputs or services produced. Outcome measures are indicators of a program's substantive goal achievement, and cost-effectiveness measures are ratios of effectiveness measures to the cost of producing them. Customer satisfaction measures are similar to service quality measures but are from the standpoint of the citizen consuming the service (Rintari & Moronge, 2012).

Measurement of organizational performance in institutions of higher learning should address a triple time perspective which is the past, present and future. Okwako (2013) point out that a framework of organizational performance should provide an early indication of future business performance as well as a record of what has been achieved in the past.

1.1.4 Strategic Planning and Organizational Performance

Strategic planning is a management function that focuses on the growth and future sustained well being of an organization. Kanini (2012) affirms that the interest in strategy grew out of the realization that a firm needed a well defined scope and growth direction not just extrapolations of past performances which were being used to project into the future.

The question as to whether organizations that practice strategic planning do better in terms of their performance (financial and non-financial) challenged many management schools, authors, consultants and organizations to research into and measure the impact of strategic planning on organizational performance (Jung & Lee, 2013). Carrying out the various steps in the strategic planning process is expected to facilitate the realization of organizational effectiveness. By defining a company's purpose and goals, strategic planning provides direction to the organization and enhances coordination and control of organization activities. The primary goal of strategic planning is to guide the organization in setting out its strategic intent and priorities and refocus itself towards realizing the same (Gillis, Combs & Ketchen, 2014).

The identification of strategic issues and, strategy analysis and selection facilitates the achievement of efficient allocation of resources, sustainable competitive advantage, and improved innovation. It is also perceived that the development of implementation programme, evaluation and control systems facilitates smooth execution and implementation of the planned task.

Research or studies into the impact of strategic planning on companies' performance have mostly focused on aspects such as organizational efficiency, effectiveness, profitability, revenue among others (Kisembe & Were, 2014). However, the performance indicators in the business sector may not necessarily be applicable to the higher educational institutions; therefore, strategic planning seems not to be too popular in the university system. This may be attributed to the lack of understanding of the concept of strategic planning by the university internal stakeholders, especially the employees.

1.1.5 Higher Education in Kenya

University education is one of the most rapidly expanding sub-sectors of the Education sector in Kenya. Demand for university education has continued to increase with many students who are unable to be absorbed in Kenyan Universities seeking admission in institutions of higher learning outside the country. In Kenya, there are 22 accredited public universities and 24 accredited private universities (Akala, 2012).

Currently, the main challenge facing higher education institutions in Kenya is how to increase access to higher education to cater for the increasing high number of school leavers and others who desire tertiary education (university), while maintaining quality and ensuring equity and affordability. While university education has expanded by opening new universities, colleges and campuses, vocational and technical education and skills training opportunities have not followed suit (Kinyanjui & Juma, 2014). Intensive and concurrent training of postgraduate students should be done in order to sustain national capacity for university teaching and research during the envisaged period of expansion and related university reforms.

1.1.6 The University of Nairobi

The University of Nairobi is the largest University in Kenya. With a student enrolment of 62,042 students, it is one of the biggest universities in the continent. The University's performance has been exemplary. It is the number one (1) University in Kenya and is ranked 1,326 in the global Webometrics ranking. The superb performance has been possible through concerted hard work by staff, students and other stakeholders. The environment in which the University is operating has become increasingly dynamic. The legal environment has changed and has brought new challenges, which have to be confronted. Competition in the higher education sector is intense especially with the recent award of charters to 42 public and private universities. (University of Nairobi Strategic Plan 2013-2018)

The University of Nairobi is experiencing major difficulties characterized by dwindling resources set against the background of rising demand for higher education from qualified high school graduates. During the last twenty years, the Kenyan economy performed poorly mainly as a result of the dismal performance of the main growth sectors of agriculture, tourism and manufacturing. There are strong indications that the Government will no longer be in a position to fully finance public universities. According to Ng'ethe (2011), the government is finding it expensive to finance university education with its present resources. The Universities are thus expected to diversify their sources of revenue as well as ensure more efficient use of institutional resources. A strategic planning process can help prepare a university to face these emerging challenges.

1.2 Research Problem

Strategic planning is a formal process designed to help a firm identify and maintain an optimal alignment with the most important elements, the environment within which the organization resides. Strategic planning involves, defining the organizational vision and mission, environmental scanning, setting of objectives, generating strategic options, evaluating and deciding on the strategic methods to monitor progress. For an organization to achieve its desired goals and maximize profits it needs to follow the step of corporate strategic planning.

The University of Nairobi requires to adapt to change and realign its strategic plan. The University of Nairobi is currently facing various challenges with the increasing higher education demands. These challenges include poorly maintained and inadequate learning, teaching and research facilities (Akala, 2012). The University of Nairobi is competing for the scarce resources as the government has limited funds to cater for the budgets of the currently many public Universities. In the last one decade, there has been an increase in the number of students in the University of Nairobi resulting from the introduction of module II programmes and free primary education (Ng'ethe, 2011). In addition, there has been an increasing rate of competition resulting from globalization, technological innovations and increased quality demands. This has made the University of Nairobi to adopt strategic planning for both growth and survival. According to Akala (2012) strategic planning is significant in the survival, sustainability and growth of public universities.

Several studies have been carried out in Kenya pertaining to various facets of this research topic. However, very few studies have been conducted on strategic planning in institutions of higher education in Kenya. For instance, Kinyanjui and Juma (2014) did a study to investigate the effect of strategic plans implementation on performance in Kenya's public universities but the study was limited to strategic plan implementation. In addition, Kanini (2012) did a study on strategic planning practices and performance of state corporations in Kenya but the study did not show how strategic planning influenced the performance of public universities.

Further, Rintari and Moronge (2012) conducted a study on the role of strategic planning practices on the performance of public institutions in Kenya but the study was limited to the ministry of Finance. Aosa (1992) carried out a study to investigate the aspects of strategy formulation and implementation within large, private manufacturing companies in Kenya but the study was limited to strategy formulation and implementation. The empirical studies conducted in Kenya on strategic planning have not addressed the influence of strategic planning on the performance of public Universities. What is the influence of strategic planning in the performance of the University of Nairobi?

1.3 Research Objective

The objective of this study was;

- i. To establish the influence of strategic planning on the performance of the University of Nairobi.

1.4 Value of the Study

This study will benefit the management of the University of Nairobi, Government of Kenya and policy makers as well as other researchers. To the management of University of Nairobi, the study outlines the effect of strategic planning on performance that can be used to develop more strategies to ensure effective execution of strategic plans. The study also outlines various challenges facing strategic plan implementation that can be used to develop counter measures to ensure effective implementation of strategic plans.

To the government of Kenya and policy makers, the study will provide information on how strategic planning influences performance that can be used to formulate policies that support strategic planning as a way of improving performance in the University of Nairobi as well as other public universities in Kenya. The findings of the study will also provide information that can be used to formulate policies to enhance the implementation of strategic plans in public institutions.

The study will also be relevant to various scholars and researchers since the findings will improve the body of knowledge on the effect of strategic planning on the performance of public institutions and more specifically public universities in Kenya. The study will also provides a base upon which further studies can be conducted on strategic planning and the performance of public institutions. Further, future scholars will find the study important, since they will have a ready source of literature review.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature on strategic planning and the performance of public institutions. The chapter begins with a theoretical foundation, the concept of strategic planning, the influence of strategic planning on performance and challenges facing strategic planning.

2.2 Theoretical Foundation of the study

This study is relevant to the resource based theory and goal setting theory.

2.2.1 Resource-Based Theory

The resource-based view (RBV) as a foundation for a competitive benefit of an organization lies principally in the application of the bundle of precious interchangeable and intangible tangible resources at the organization's disposal (Gillis, Combs & Ketchen, 2014). The presently dominant examination of resource-based view (RBV) of organizations is based on the concept of economic rent and the view of the organization as a collection of abilities. This view of strategy has a rationality and integrative function that places it well ahead of other mechanisms of strategic decision making (Barney, 2014). Traditional strategy approaches such a Michael Porter's five forces model focus on the organization's external competitive environment. Majority of them do not make efforts to look inside the organization. On the contrary, the resource-based point of view highlights the significant for a fit between the external market context in which an organization runs and its internal abilities (Kozlenkova, Samaha & Palmatier, 2014).

The resource-based is founded in the point of view that a organization`s internal environment, in terms of its resources and abilities, is more vital to the determination of strategic action than is the external environment (Barney, 2014). Instead of concentrating on the accumulation of resources essential to execute the strategy dictated by conditions and constraints in the external environment, the resource-based opinion suggests that a organization`s unique resources and abilities offer the foundation for strategy (Kozlenkova, Samaha & Palmatier, 2014).

2.2.2 Goal Setting Theory

Because it was initially studied 50 years ago, goal-setting theory is the most studied, used, and conventional theory of work inspiration in the industrial and institutional psychology sector. The theory started with the early research on levels of aspiration set up by Kurt Lewin and has from then been primarily developed by Dr. Edwin Locke, who started the research on goal setting in the 1960's. The study showed an inductive relationship between goal setting and improved production performance. A goal is the objective of a duty that an individual knowingly desires to attain (Locke & Latham, 2006). Goal setting is all about cognizant practice of setting up performance levels so as to attain desirable results. If people find that their current performance is not attaining expected objectives, they usually become motivated to raise skill or revise their strategy (Locke & Latham, 2006). Locke and Latham showed that the goal setting theory was on the basis of the thought that much human action is decisive, in that it is affected by conscious goals (O'Neil & Drillings, 2012).

The judgment to set a goal originates from discontent with current performance levels. Setting a goal includes setting a structure that directs actions and behaviors which develop the unacceptable performance. Locke and Latham (2006) set up a direct linear relationship between goal complicatedness, performance level, and involved endeavor. This relationship will remain positive as long as the person is devoted to the goal, has the necessary ability to realize it, and does not have differing goals (Locke & Latham, 2006). Locke and Latham's goal setting theory indicates that several conditions are principally vital in thriving goal realization. These include goal acceptance and devotion, goal specificity, goal complicatedness, and response (O'Neil & Drillings, 2012).

2.3 Strategic Planning in Organizations

Strategic planning is the process of determining an organization's long-term goals, noting the best approach for realizing those goals and mobilizing the resources that will be required in the implementation of the strategic plan. According to Machado and Taylor (2012), it is the organized process of envisioning a desired future, and translating its vision into roughly defined objectives and a sequence of steps to realize them.

This envisioning process is different from long-range planning. Long-range planning is basically an extrapolation of present business trends (Jung & Lee, 2013). Envisioning is not just an effort to anticipate the future and prepare consequently but also a belief that factors of the future can be affected and changed by what we do now. It calls for setting of clear objectives and realizing those objectives during the specified period. The objectives set are regularly specific, measurable, achievable, realistic and timely.

Strategic planning clearly defines objectives and evaluates both the internal and external situation, to devise, execute, evaluate the progress, and make adjustments critical to stay on track. The present business environment is very highly competitive. Galbreath (2010) argue that any organization that desires to gain a sustainable competitive benefit must engage in strategic planning. Strategic planning offers a framework for managers and others in the organization to evaluate strategic objectives and discuss on actions that require to be taken in a reasonable period of time (Garad, Abdullahi & Bashir, 2015). It enables the organizations leaders to release the energy of the organization behind a shared vision and a shared belief that the vision can be fulfilled. Strategic planning enables the organization come up with a better understanding of the environment in which it runs as well as guides the acquisition and allocation of resources (Bertelli, 2010).

Formal strategic planning commenced in the 1950s in the United States of America (U.S.A) military. This was the post-world war II period when most ideas had been developed in the military front (Rintari & Moronge, 2012). Most of Europe and Japan were in ruins and required reconstruction. The U.S.A found itself in a state where it had to manage the rebuilding of the fallen world economies. This presented massive chances for America, and hence, so to tap these chances efficiently, strategic planning was inevitable. Strategic planning at the time was done by elite planning role at the top of the organization, its structure was highly vertical and time bound. A certain period would be set aside to examine the situation and decide on a course of action. This would result in a formal document. Once this was done, the definite work of execution which was considered a separate, discrete process could begin (Kisembe & Were, 2014).

Strategic planning became very popular and widespread between 1960s to mid-1970s, when people thought it was the answer for all problems, and corporate America was obsessed with strategic planning. In 1973 there was an oil crisis in the world and there was need to come up with strategic plans so as to remain competitive during the deficiency of the crucial commodity (Akinyele & Fasogbon, 2007).

In the late 1970s nonetheless, there was dissatisfaction with strategic planning. This was because of the challenges that this process encountered which were, high environmental challenges, low business opportunities owing to the oil crisis, high global competition, lack of action orientation and too much stress on planning at the expense of execution (Salkić, 2014). For the next ten years, strategic planning was abandoned and did not seem to affect the operations of business anymore. The 1990s nevertheless, brought the revival of strategic planning as a process with specific advantages in particular contexts (Rintari & Moronge, 2012).

In the 1950s, Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis model dominated strategic planning. The 1960s brought qualitative and quantitative models of strategy. In the early 1980s, the shareholder value model and the Porter model became the standard (Dibrell, Craig & Neubaum, 2014). The rest of the 1980s were dictated by strategic objective and core competencies, and market-focused organizations. Subsequent modern models of strategic planning were focused on flexibility to change, and significance of strategic thinking and organizational learning (Salkić, 2014). In the 1990s, strategic revolution became the norm. Strategic agility is becoming more significant than the strategy itself (Machado & Taylor, 2012).

2.4 The Influence of Strategic Planning on Organizational Performance

It is conceptualized that firms that have effectively embraced strategic planning, record better performance compared to those that have not. French, Kelly and Harrison (2004) argue that firms record improved performance once they effectively embrace strategic planning. Carrying out the various steps in the strategic planning process is expected to facilitate the realization of organizational effectiveness. By defining a company's purpose and goals, strategic planning provides direction to the organization and enhances coordination and control of organization activities. The linkage between strategic planning and organizational performance needs analysis to get a better understanding how strategic planning is applied in practice and will improve organizational performance. Strategic planning often fails due to problems or barriers encountered at the implementation stage. Mixed evidence about the relationship between strategic planning and organizational performance makes the debate about its effectiveness as a tool of strategic management an ongoing one (Salkić, 2014).

Ofori and Atiogbe (2012) argue that strategic planning assists in providing direction so that organization members know where the organization is heading to and where to expend their major efforts. The process of strategic planning shapes a company's strategy choice through the use of systematic, logical and rational approach. It reveals and clarifies future opportunities and threats and provides a framework for decision making (Glaister et al., 2008). Strategic planning looks ahead towards desired goals. Strategic plan defines performance to be measured, while performance measurement provides feedback against the planned target (Dusenbury, 2000).

Strategic planning applies a system approach by looking at a company as a system composed of subsystems. It permits managers to look at the organization as a whole and the interrelationships of parts. It provides a framework for coordination and control of organization's activities, decision-making throughout the company and forces the setting of objectives, which provides a basis for measuring performance (Messah & Mucai, 2014).

2.5 Challenges Facing Strategic Planning

Strategic planning is a process that takes up a substantial amount of time which means that the conditions at the point in time when the process starts are likely to be different from the conditions at the time when the strategic plan is completed (Bertelli, 2010). This implies that if the conditions are overstressed, inherent mistakes could go unnoticed. Lack of top management support could be a hindrance to strategic planning. This could occur as a result of the lengthy nature of planning process discouraging busy executives from participating fully (Anderson & Dalpe, 2007).

Rapidly changing environment is a challenge to strategic planning as indicated by Arasa and K'Obonyo (2012). This is witnessed when unforeseen events occur. As much as environmental scanning is done during strategic planning, many events may be unforeseen or changes may occur too often within the planning period or just before approval of the strategic plan. This is likely to cause confusion on whether the entire strategic plan should be abandoned. The turbulent environment in which the strategic planning is formulated could later render the plan inaccurate or in-operational. At times, the environment can be very turbulent such that any assumptions made become void.

Lack of communication or lack of relevant information could impact negatively on strategic planning. Strategic planning is best developed after consulting workers widely. This is aimed at enabling all organization members understand issues and appreciate why a certain direction is followed (Kinyanjui & Juma, 2014). In a situation where proper communication is lacking strategic planning will not be all encompassing. Lack of financial resources to formulate and implement plans is a barrier to strategic planning.

Complex and wider scope coverage of strategic plans may be generated and shelved instead of implementing as required due to resource constraint (Salkić, 2014). According to Machado and Taylor (2012), poor goal formulation is a challenge to strategic planning. Strategic plans are hardly translated in detail as originally intended. This is because the strategic planners do not implement but instead pass it onto the next lower level for action. At this level, implementers translate the document the way they understand it and the most practical way thus distorting the original ideas.

Poor alignment of structure and strategy could hinder good strategic planning (Song et al., 2011). A firm might maintain its rigid and traditional structure over a long period of time such that new strategies are not implementable in such a situation (Akala, 2012). Resistance to change might be a barrier to planning. Staff and management might not be willing to let go their comfort zones and the traditional ways of operating. This problem would be more pronounced in a firm where Strategic Planning is being introduced. Management participation at all levels would ensure that management support strategic planning throughout its process.

Flexibility of plans should be adopted such that changes are easily incorporated in the strategic plan. This is vital given that organizations operate in changing and at times turbulent environment (Okwako, 2013). Enhanced communication at all levels of the organization would help in ensuring ownership of the final draft of the strategic plan by all members of an organization.

This will also go a long way in ensuring its implementation. Consistency in planning at all planning levels would ensure that everyone is at the same level and that experiences are shared by all. This would ensure continuous improvement. Scenario planning could be adopted to take care of the turbulent environment. Implementing change management techniques would ensure that resistance to change is minimized and managed professionally (Messah & Mucai, 2014). Creating and understanding of the purposes of goals and plans by all staff and management would lead to wide acceptance of the idea of strategic planning and would eventually lead to successful implementation. Professional planning staff should be recruited to aid management in the planning process (Ng'ethe, 2011). This will ensure that the planning process is carried out well without taking shortcuts to save on time. It will also relieve corporate executives of the details.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology that was used to carry out the study. It covers the research design, data collection, research instruments and data analysis techniques.

3.2 Research Design

The research design was a case study. It involved an in-depth investigation of strategic planning and performance of University of Nairobi. A case study is a powerful form of qualitative analysis that involves a careful and complete observation of a social unit (Denscombe, 2007).

A case study was the most appropriate in meeting the research objectives by providing detailed explanation of the strategic planning and performance. A case study also places more emphasis on full contextual analysis of fewer elements and their inter-relationships which relies on qualitative data (Cooper & Schindler, 2005).

3.3 Data Collection

This study made use of primary data which was collected by use of an interview guide. According to Kothari (2004) primary data is the data collected afresh and for the first time and thus original in character. The procedure was done through personal interview which required an interviewer asking questions face to face to the interviewee. This method was preferred as it allowed the researcher to utilize the probing technique that assisted in collection of a vast and rich amount of data.

The respondents were College Principals of College of Education and External Studies, College of Agriculture and Veterinary Sciences, College of Humanities and Social Sciences, College of Biological and Physical Sciences, College of Architecture and Engineering, College of Health Sciences, Deans and Directors of various Schools and Centers at the University of Nairobi.

3.4 Data Analysis

This is the process in which data is ordered and organized so that useful information can be extracted from it. Since the data collected was qualitative in nature, thematic content analysis was used in the data analysis. Thematic content analysis is suitable in determining the content of written, recorded or published communication through a systematic and objective manner (Orodho, 2007).

In analyzing the objectives of the study, the meanings and implications emanating from the respondents' information derived from a set of similar responses, together with documented data regarding strategic plan and organizational performance was categorized into similar themes and subthemes. Similar themes were categorized together and from them, subthemes were extracted which were also categorized together. The findings were then presented in a prose form. In addition, the findings were compared with theoretical approaches cited in the literature review.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis, results and interpretations sought from the research as well as the discussion of the findings. The first section deals with the general information of the respondents under study, the second section focuses on strategic planning, the third section deals with strategic planning and performance and the fourth section deals with discussion of the findings.

4.2 Demographic Information

As part of the general information, the informants were asked to indicate their job titles. From the findings, the interviewees included College Principals of College of Education and External Studies, College of Agriculture and Veterinary Sciences, College of Humanities and Social Sciences, College of Biological and Physical Sciences, College of Architecture and Engineering, College of Health Sciences, Deans and Directors who were from various faculties, schools and institutes of the University.

The researcher found it important to establish the general information of the informants since it forms the basis under which the study can rightfully access the relevant information. Respondents were also asked to state how long they had been working in their organization. Most of the informants said that they have worked at the University for over 20 years.

4.3 Influence of Strategic Planning on the Performance of University of Nairobi

This section presents responses on strategic planning at the University of Nairobi that include availability of a strategic plan, process of formulating a strategic plan, stakeholders of pre-planning process of strategic planning, involvement of staff in the development of the strategic plan, responsibility of formulation strategies and duration of reviewing the strategic plan. It also presents responses of how strategic planning has influenced the performance of the University of Nairobi

4.3.1 Availability of a Strategic Plan

The interviewees were asked to indicate whether the University of Nairobi had a strategic plan. From the findings, all the interviewees indicated that the University of Nairobi has a Strategic Plan that is cascaded downwards to Colleges which are again cascaded downwards to various units of the Colleges. In addition, Colleges and Units have Strategic Plans which are guided by the University of Nairobi Strategic Plan.

These strategic plans assist the university to prioritize allocation of resources to areas that will assist the university attain its vision. The respondents also stated that apart from the strategic plan, the University has a mission and a vision statement that guides the University in its day to day operations. The vision and mission statements are mounted in offices to remind members of staff of the direction the University of Nairobi is heading and how it will achieve this vision.

4.3.2 Process of Formulating a Strategic Plan

The interviewees were also asked to indicate the process of formulating a strategic plan in the University of Nairobi. According to the findings, the interviewees indicated that the strategic plan is developed through a highly participative and inclusive process. They indicated that the University comes up with a vision which is; to be a world class university committed to scholarly excellence. They also stated that a mission statement is also developed which is; to provide quality university education and training and to embody the aspirations of the Kenyan people and the global community through creation, preservation, integration, transmission and utilization of knowledge.

The informants also stated that the University develops strategic issues and strategic objectives which will be pursued during the plan period. Data is then collected from a wide cross-section of the University's stakeholders. This is done through personal interviews, self-assessment questionnaires and mail questionnaires. In addition, the collected data forms the basis for SWOT analysis and strategies. Further, the draft strategic plan is reviewed and approved by the University Management Board and Deans Committee, University Senate, and University Council.

4.3.3 Stakeholders of Pre-Planning Process of Strategic Planning

The informants were asked to indicate who are included in pre-planning process of strategic planning in the University of Nairobi. From the findings, the interviewees indicated that the university has actively involved a wide cross section of internal and external stakeholders, alumni, and the private sector in formulating the Strategic Plan.

The interviewees also indicated that the University's Management Board is at the helm of the entire strategic planning process. Through the strategy committee whose members are the entire Management Board the University's Management Board reviews and approves the strategic plan proposed to them. According to the interviewees, often the University Management Board challenges the University Senior Management to justify and defend the proposed strategic plans and can approve the strategic plans with or without amendments.

The interviewees also indicated that the other player in the strategic planning process at the University of Nairobi is the Vice Chancellor. The Vice Chancellor provides leadership to the whole process of strategic planning. Besides sitting as a co-opted member of the Management Board he leads his team of College Principals throughout the planning process and provides leadership. Since there are six colleges which have to come up with individual plans aimed at their own Colleges, the VC plays the central role of unifying the entire strategic planning process at the University.

He ensures that the final strategic plan is sound and defensible before presentation to the board for approval. The Vice Chancellor provides motivation by publishing the quality statement, mission, vision and University core values which are advertised in their website, media as well as posted strategically in the University campuses. Another key player in the strategic plan formulation is the head of the planning division of the university. The head of the unit handles and organizes all the activities necessary for the successful planning process.

4.3.4 Involvement of Staff in the Development of the Strategic Plan

The interviewees were asked to indicate how the University had involved the staff of the institution in the development of the strategic plan. From the findings, they indicated that this is done through personal interviews, self-assessment questionnaires and mail questionnaires. In addition, members of staff in various units are invited in workshops where they give their input in the development of the Strategic Plan.

The respondents also stated that University Management Board, College Management Boards, School and Departmental management boards hold consultative meeting and deliberate on the development of a strategic plan that will guide them to achieve their long term vision. The respondents also stated that during the development of the Strategic plan, the main focus is the core business of the University which is teaching and learning, research, innovation and technology, governance, leadership and culture, resources facilities and infrastructure, competitiveness and image, collaborations and partnerships.

4.3.5 Responsibility of Formulation Strategies

The interviewees were asked to indicate who are responsible for formulating the strategies to be implemented. From the findings, the staff indicated that the university established the Strategic Planning Committee which is responsible in formulating strategies to be implemented. The Committee members are mostly top management, deans and directors from various schools and centers, consultants in the area of strategic planning and a secretariat.

The interviewees also indicated that the University of Nairobi has basically two committees involved in the strategic planning process. The first committee is the Strategic Plan committee. This committee oversees the strategies where they facilitate the induction of staff into leadership, undertake continuous leadership skills development and promote a leadership culture based on doctrines of good governance so as to achieve the implementation of the strategic planning process at the University of Nairobi.

The second level of the committee, according to the interviewees is the College advisory committees. This committee offers advisory services during the development of the strategic plan. They also assist the respective Colleges in development and implementation of the College strategic plan. The College level committees are headed by the Principals of the Colleges along with other co-opted members drawn from Deans, Directors of Schools and Institutes as well as Registrars. The interviewees further added that, the committees are responsible for drawing up strategic plans for individual Colleges while other key roles include coordination of the plan, resources mobilization, monitoring and implementation processes.

4.3.6 Duration of Reviewing the Strategic Plan

The interviewees were also asked to indicate how long the University of Nairobi took to review its strategic plan. From the findings, the staff indicated that the University reviews its strategic plan after every 5 years. The University has embraced strategic planning to address the challenges arising from the dynamic environment. The strategic plan will guide the institution in the next five years.

The respondents also stated that strategic plan is guided by the vision of the University but it's also affected by the changes in the environment. This is the reason why the University has to review the strategic plan after every five years. During this review, Colleges and other units of the University are also expected to review their strategic plans in line with the corporate strategic plan.

4.3.7 Strategic Planning and Meeting the Organization's Goals and Objectives

The interviewees were asked to indicate how strategic planning increased effectiveness of meeting the organization's goals and objectives. From the findings, the interviewees indicated that the corporate strategic plan has been cascaded to all lower levels Units for them to plan how they intend to help the University achieve its corporate results. In addition, all University Units were expected to develop their Units' strategic plans informed by this corporate strategic plan.

The interviewees also indicated that each unit prepares its annual work plan and corresponding budgets. The plans and budgets become the basis for the annual performance contracts. The units negotiate and sign their performance contracts before the end of June each year. The interviewees further indicated that colleges and units submit quarterly Performance Contract reports of their achievement in every financial year. Colleges and units performance is graded and the best performers are rewarded.

4.3.8 Strategic Planning and a Sustainable Competitive Position

The interviewees were asked to indicate how strategic planning led to developing a sustainable competitive position. From the findings, the staff indicated that since the launch of the University of Nairobi strategic plan, the University has continued to improve on its competitiveness both locally and globally. They also indicated that in the recent webometrics ranking, UoN is the only university from East Africa region to make it to top ten premier institutions of higher learning in Africa, after it emerged number seven in the continent.

The staff further indicated that Makerere University is the only one ranked closest to UoN in the region after it emerged number 13 in Africa. UoN is also the only university from the East and Central Africa to make it to top 1,000 in the world with only seven universities from the continent making it to the list. Internationally, UoN is ranked at number 855. Africa's top university, Cape Town of South Africa is ranked at number 328 in the world. The Ranking Web (Webometrics) is an initiative of the Cybermetrics Lab, a research group belonging to the Consejo Superior de Investigaciones Científicas (CSIC), the largest public research body in Spain.

The interviewees also indicated that in the local performance contracting evaluation, the University is the only government institution that has ever attained an "Excellent" rating. This is further indication of the competitiveness of the institution. This strong position has enabled the University to establish strategic partnerships and sign Memoranda of Understanding (MoUs) with other reputable Universities all over the world.

4.3.9 Monitoring and Evaluation of the Strategic Plan

The interviewees were also asked to indicate how the strategic plan is monitored and evaluated. From the findings, the respondents stated that the overall performance monitoring and evaluation shall be the responsibility of the top management, college principals, deans/directors and heads of departments and units. It is the responsibility of these managers and other heads of projects and programmes to monitor the performance of their areas of jurisdiction in the implementation of this strategic plan and recommend or take appropriate action.

The respondents also stated that the monitoring and evaluation of the strategic plan is done by the Transformation, Performance Management and Reforms Unit (TPRU) under the office of the Vice Chancellor. The responsibilities of this unit shall be developing the corporate strategic plan, harmonizing corporate and unit strategic plans, coordinating annual work plans, developing a reporting template and other monitoring and evaluation instruments, receiving, analyzing, summarizing and consolidating reports from lower units for onward transmission to the management as per specific timelines, carrying out annual, mid-term, end-term and ad-hoc evaluations and explaining any significant variations in performance to the management , coordinating and helping in drafting performance contracts for all levels and staff reporting on performance contract targets, coordinating performance evaluation, identifying and tracking performance benchmarks and coordinating ISO 9001:2008 activities

4.3.10 Strategic Planning Practices, External Environment and Internal Capabilities

The interviewees were asked to indicate the extent to which strategic planning practices led to a good fit between the external environment and the internal capabilities. The interviewees indicated that the strategic plan is synchronized with Vision 2030, Medium Term Plan (2013-2017), the Strategic Plan of the Ministry of Higher Education, Science and Technology, the Sector Performance Standards 2009-2030, other Higher Education Sector Strategies, the Universities Act No. 42 (2012) and the Constitution of Kenya (2010).

The interviewees also indicated that strategic planning has enabled the University to continue to pragmatically grow student numbers. The University is now offering diverse programmes, new ones are introduced and existing ones are reviewed continually to ensure their relevance. The interviewees also reported that new sources of funding include fundraising from various sources, including alumni and corporate organizations, has been vigorously pursued. More revenue has been sought from traditional sources. A collaborative arrangement has been sought with other institutions in and out the country.

4.5 Discussion

The findings of the study were compared with the theories guiding this research and other empirical studies.

4.5.1 Comparison with Theory

The study found that corporate strategic plan has been cascaded to all lower levels Units for them to plan how they intend to help the University achieve its corporate results. In addition, all University Units were expected to develop their Units' strategic plans informed by this corporate strategic plan. Each unit prepares its annual work plan and corresponding budgets. The plans and budgets in the strategic plan have become the basis for the annual performance contracts.

These findings agree with goal setting theory that goal setting is all about cognizant practice of setting up performance levels so as to attain desirable results by use of strategies and goals. Locke and Latham (2006) showed that the goal setting theory was on the basis of the thought that much human action is decisive, in that it is affected by conscious goals.

As indicated by resource based theory organization`s internal environment, in terms of its resources and abilities, is more vital to the determination of strategic action than is the external environment (Barney, 2014). Instead of concentrating on the accumulation of resources essential to execute the strategy dictated by conditions and constraints in the external environment, the resource-based opinion suggests that an organization`s unique resources and abilities offer the foundation for strategy and increase in performance. Organizations are able to utilize their core competencies by putting the required resources to them to enable them achieve competitive advantage. It will also be difficult for the competitor to copy the strategies of the organization.

4.5.2 Comparison with Empirical Studies

The study established that the University of Nairobi Strategic Plan is cascaded downwards to Colleges which are again cascaded downwards to various units of the College. In addition, the study revealed that the strategic plan is developed through a highly participative and inclusive process. The study also found that the Strategic Planning Committee is responsible for the formulating strategies to be implemented. The University of Nairobi has basically two committees involved in the strategic planning process. The first strategy committee involves the University management which is composed of the following; Principals, Deans, Directors and Head of Departments. The second level of the committee is the college level strategic planning committees.

These findings agree with Ofori and Atiogbe (2012) argument that a strategic plan should be developed through a highly participative and inclusive process. The collected data forms the basis for SWOT analysis and subsequent development of strategic issues, strategic objectives and strategies. The study found that the involvement of staff of the institution in the development of the strategic plan is done through personal interviews, self-assessment questionnaires and mail questionnaires. In addition, members of staff in various units are invited in workshops where they give their input in the development of the Strategic Plan. Glaister et al. (2008) highlighted the importance of staff involvement by indicating that the involvement of all staffs in the formulation of a strategic plan helps to ease and improve its implementation.

The study found that since the launch of the University of Nairobi strategic plan, the University has continued to improve on its competitiveness both locally and globally. These findings concur with Galbreath (2010) argument that in the present business environment that is very highly competitive, any organization that desires to gain a sustainable competitive benefit must engage in strategic planning. In the recent webometrics ranking, UoN is the only university from East Africa region to make it to top ten premier institutions of higher learning in Africa, after it emerged number seven in the continent.

In the local performance contracting evaluation, the University is the only government institution that has ever attained an “Excellent” rating. This strong position has enabled the University to establish strategic partnerships and sign Memoranda of Understanding (MoUs) with other reputable Universities all over the world. As indicated by French, Kelly and Harrison (2004), firms record improved performance once they effectively embrace strategic planning. Carrying out the various steps in the strategic planning process is expected to facilitate the realization of organizational effectiveness.

The study revealed that Universities are operating in a very dynamic environment and as a result of this dynamism; the institutions are continuously facing new opportunities and challenges. These have to be addressed if the institutions have to survive and prosper. Further, the University of Nairobi has embraced strategic planning to effectively align itself with the ever-changing environment. As indicated by Ofori and Atiogbe (2012) strategic planning assists in providing direction to an organization when facing various challenges and when provided with various opportunities.

The study also found that strategic planning has enabled the University to continue to pragmatically grow student numbers. The University is now offering diverse programmes, new ones are introduced and existing ones are reviewed continually to ensure their relevance. According to Ng'ethe (2011), the University of Nairobi is experiencing major difficulties characterized by dwindling resources set against the background of rising demand for higher education from qualified high school graduates. However, the study found that the university is using new sources of funding, which include fundraising from various sources, including alumni and corporate organizations, has been vigorously pursued.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter covers five major sections. These include the summary of the findings, conclusion of the study, limitations encountered during the study, recommendations for policy formulation and practice and suggestions for further research.

5.2 Summary of Findings

The study established that the University of Nairobi Strategic Plan is cascaded downwards to Colleges which are again cascaded downwards to various units of the Colleges. In addition, the strategic plan is developed through a highly participative and inclusive process. Data is collected from a wide cross-section of the University's stakeholders through personal interviews, self-assessment questionnaires and mail questionnaires and this forms the basis for SWOT analysis and subsequent development of strategic issues, strategic objectives and strategies.

The study also found that the strategic planning committee is responsible for the formulating strategies to be implemented. The University of Nairobi has basically two committees involved in the strategic planning process: the university management strategy committee and the college advisory committees. The objective of this study was to establish the influence of strategic planning on the performance of the University of Nairobi. The study found that corporate strategic plan has been cascaded to all lower levels Units.

The study also revealed that since the launch of the University of Nairobi strategic plan, the University has continued to improve on its competitiveness both locally and globally. In the recent webometrics ranking, UoN is the only university from East Africa region to make it to top ten premier institutions of higher learning in Africa, after it emerged number seven in the continent. In Kenya, the University of Nairobi is the only government institution that has ever attained an “Excellent” rating. This strong position has enabled the University to establish strategic partnerships and sign Memoranda of Understanding (MoUs) with other reputable Universities all over the world.

Since Universities are operating in a very dynamic environment, public universities are continuously facing new opportunities and challenges and hence the University of Nairobi has embraced strategic planning to effectively align itself with the ever-changing environment. In addition, strategic planning has enabled the University to continue to pragmatically grow student numbers. The University is now offering diverse programmes, new ones are introduced and existing ones are reviewed continually to ensure their relevance.

The study is in line with the Goal Setting Theory and the Resource Based Theory in that goal setting helps an organization to set up performance levels and strategies so as to attain desirable results. The long term goal of the University of Nairobi is to be a World Class University committed to scholarly excellence. This has made the University to focus on this goal by developing a strategic plan to enable it move towards this target.

The Resource-Based Opinion suggests that an organization `s unique resources and abilities offer the foundation for strategy. The University of Nairobi has been able to attract quality teaching staff who offer quality products to the customers who are the students. The University has also a strong UoN brand which has helped the University to increase its students numbers. Other unique resources of the University include robust ICT infrastructure, responsive and transformative leadership, strong resources and assets base, vast library resources, financial sustainability, diverse academic programs, diverse student body, highly skilled faculty and support staff, leadership in research, large alumni base and a strategic location.

5.3 Conclusion

This study concludes that the University of Nairobi has a strategic plan, which is reviewed every five years. Stakeholders involved in the formulation of the strategic plan include alumni, the private sector, various colleges, University's management board, the top management headed by the Vice-chancellor.

The study also concludes that strategic planning helps the University of Nairobi to improve its performance. In addition, the plans and budgets in the strategic plan are used as the basis for the annual performance contracts. Further, the use of a strategic plan has helped the University of Nairobi to improve on its competitiveness both locally and globally. Also, the University of Nairobi has been in a position to establish strategic partnerships and sign Memoranda of Understanding (MoUs).

5.4 Recommendations

The study found that strategic planning influences the performance of the University of Nairobi. The management should thus take keen interest in each of the aspects of strategic planning in order to ensure that the accumulative and multiple effects are enhanced and harnessed in the entire strategic planning practice. Due to the increased competition in the higher education institutions, the University of Nairobi has no option but to ensure that the strategic planning is more of a process and less of an event. Allocating more time and resources to strategic issues and thinking could help to increase the success of the university. It could also be of great benefit to the University if it changed the strategic planning approach from top-down approach to bottom-up approach model.

The study also found that the involvement of all stakeholders is key to the implementation of a strategic plan. The study thus recommends that the University of Nairobi should ensure the inclusion of all stakeholders in the strategic plan. Stakeholders should include the teaching staff, non-teaching staff and the students' body. It is through the stakeholders that more information may be established on development and implementation of the University of Nairobi Strategic Plan.

It was also revealed that the environmental analysis was a significant step in the formulation of a strategic plan. The study therefore recommends that the management should therefore endeavor to carry out elaborate and extensive environmental analysis to ensure formulation of acceptable, economical and rewarding strategies. The university should adopt other environment analysis tools and techniques.

5.5 Limitations of the Study

There were expected challenges during data collection where some target respondents failed to give the required information as the information they offered could be used against them. The researcher, however, worked at winning the confidence of those involved in this research by giving them the reasons for the research and assuring them of confidentiality of information given. In addition, this study used a case study research design. Because a case study deals with only one organization one can never be sure whether the conclusions drawn from this particular case apply elsewhere. The results of this study are thus not generalizable because the University of Nairobi cannot be considered to be a representation of all the 22 public universities in Kenya.

The study also used qualitative data. In qualitative research research quality is heavily dependent on the individual skills of the researcher and more easily influenced by the researcher's personal biases and idiosyncrasies. In addition, Data collection and analysis is often time consuming.

5.6 Suggestions for Further Research

This research study was limited to the University of Nairobi as a case study and hence its findings cannot be generalized to other public universities in Kenya. The study therefore suggests further studies on the influence of strategic planning on the performance of the public universities in Kenya. Further, the study suggests further studies on the strategic plan comparison in both public and private universities in Kenya.

The study also suggests further studies on the challenges facing the implementation of the strategic plan in public universities in Kenya. The study also suggests studies on strategic management tools used in strategic planning in institutions of higher learning. More studies should also be done on strategic planning and performance of private universities in Kenya.

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APPENDICES

Appendix I: Introduction Letter



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE...17/09/2015

TO WHOM IT MAY CONCERN

The bearer of this letter...EMMANUEL CHOME MUMBA

Registration No...D61/72637/2014

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
MBA ADMINISTRATOR
SCHOOL OF BUSINESS



Appendix II: Interview Guide

Section A: Demographic Information

1. What is your job title?
2. For how long have you worked in your organization?

Section B: Strategic Planning

1. Do you have a strategic plan?
2. What is the process of formulating a strategic plan?
3. Who are included in pre-planning process of strategic planning?
4. How have you involved the staff of this institution in the development of the strategic plan?
5. Who are responsible for formulating the strategies to be implemented?
6. For how long does your organization review its strategic plan?

Section C: Strategic Planning and Performance

1. How has strategic planning increased effectiveness of meeting the organization's goals and objectives?
2. How has strategic planning led to developing a sustainable competitive position?
3. How is monitoring and evaluation of the strategic plan done?
4. To what extent has strategic planning practices led to a good fit between the external environment and the internal capabilities?

Appendix III: List of Higher Education Institutions in Kenya

ACCREDITED PUBLIC UNIVERSITIES

1. University of Nairobi
2. Moi University
3. Kenyatta University
4. Egerton University
5. Maseno University
6. Jomo Kenyatta University of Agriculture and Technology
7. Masinde Muliro University of Science and Technology
8. Dedan Kimathi University of Technology
9. Chuka University
10. Technical University of Kenya
11. Technical University of Mombasa
12. Pwani University
13. Kisii University
14. University of Eldoret
15. Maasai Mara University
16. Jaramogi Oginga Odinga University of Science and Technology
17. Laikipia University
18. South Eastern Kenya University
19. Multimedia University of Kenya
20. University of Kabianga

21. Karatina University
22. Meru University of Science and Technology

ACCREDITED PRIVATE UNIVERSITIES

1. United States International University Africa (USIU - Africa)
2. Mount Kenya University (MKU)
3. Uzima University College (Constituency college of CUEA)
4. Catholic Higher Institute of Eastern Africa
5. University of Eastern Africa, Baraton
6. Daystar University
7. Africa Nazarene University
8. Scott Christian University
9. Kabarak University
10. Strathmore University
11. Zetech University
12. Kiriri Women's University of Science and Technology
13. Catholic University of Eastern Africa (CUEA)
14. Pan Africa Christian University
15. Kenya Methodist University
16. Adventist University of Africa
17. Greta University
18. Great Lakes University of Kisumu
19. Presbyterian University of East Africa

20. St. Paul's University
21. KCA University
22. Africa International University
23. Riara University
24. Pioneer International University

