

**THE STRATEGIC MANAGEMENT PRACTISES AFFECTING THE  
GROWTH OF TRAINING INSTITUTIONS IN MACHAKOS COUNTY**

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**Declaration**

*This Project is my original work and has not been presented for a degree in any other University.*

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## **Dedication**

This work is dedicated to my family specifically my wife Juliet K. Mutua, My daughter Laura Mutua and my Son Bendict Mutua for their patience and understanding during my study. I bless you all for your moral support.

## **Acknowledgement**

I wish to acknowledge various people who have contributed to this research project proposal either directly or indirectly. First and foremost, I thank my supervisors, Dr. Susan Nzioki and Dr. Jacinta Kinyili for their professional guidance in this research project proposal. They have been committed and always found time to offer wise counsel on the direction and shape of this project despite their busy schedule. Their advice enabled me to widen my understanding and appreciate the importance of research in identifying and addressing issues affecting the training institutions in Kenya.

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TO YOU ALL THANK YOU!

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**Abstract**

The aim of the study was to determine the Strategic Management practices affecting the growth of training institutions in Machakos County. The objectives of this study was to assess the effect of strategy formulation on the growth of the training institutions in Machakos County, to investigate effect of strategy implementation on the growth of training institutions in Machakos County, to establish how strategy evaluation affects the growth of training institutions in Machakos County and to determine how strategy control affects the growth of the training institutions in Machakos County. The study findings were expected to be beneficial to the government as well as to the stakeholders in the training institutions in Kenya. The design was a descriptive survey. The target population were the Board of Management, Principals, Teaching staff and Support staff from 6 training institutions within Machakos County: 192 respondents were selected from a population of 368 using stratified random sampling. The data was collected using questionnaires which had closed ended and open ended questions. Descriptive and regression statistics was employed in the analysis. The study employed both quantitative and qualitative data analysis; data was presented using tables. The study



found that majority of institutions followed Situational Analysis procedure in strategy formulation. Further the study found that Inadequacy of Information Systems used to monitor strategy Formulation; Poor planning; Lack of support and Poor coordination, and poor communication were Challenges of Strategy Formulation which affected growth of training institutions. Based on the findings, on strategy formulation it can be concluded that strategy formulation should be well developed for it to work very well. To permit this huge success, training institutions management should establish complete strategy that is carefully formulated in order to achieve the objectives and goals of the institutions and hierarchy of the strategy is a part of the strategy formulation. The study recommended that the management should make an effort to improve further on this variable in order to raise the level of performance of training institutions. In addition, training institutions which are implementing their strategic formulation should develop effective strategic communication in order to attain their objectives. The training institutions should also give more attention to enhancement of teamwork and human resource management.

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## **Acronyms/Abbreviations**

**BOM** -Board of Management

**CEO** -Chief Executive Officer

**IO** -Industrial Organization

**PAPI** -Paper and Pencil Interview

**RBV** -Resource-Based View

**SI** -Strategy Implementation

**SPFP** -Strategic Planning Formation Process

**SWOT** -Strengths, Weaknesses, Opportunities and Threats

**TQM** -Total Quality Management

**UPE** -Universal Primary Education

## **Operational Definition of Terms**

**Growth:** An expansion in measure or different items that can be evaluated or a procedure of changes or enhancements (Shepherd & Wiklund, 2009).

**Growth of Training Institutions:** Increment in number of understudies, number of new branches, and increment on number of showing staff and non instructing staff to the establishment (Ghoshal, Halm & Moran, 2002).

**Strategy:** A Strategy is a long haul plan of activity intended to accomplish a specific objective, frequently winning (Olson, 2005).

**Strategy Formulation:** Includes three stages which are: playing out a circumstance examination, self-assessment and contender investigation: inward and outer; miniaturized scale ecological and full scale natural, Concurrent with this appraisal, targets are set. (Olson et al., 2005).

**Strategic Implementation:** Includes distribution and administration of adequate assets (money related, work force, time and innovation bolster), building up a levels of leadership or some elective structure, (for example, cross practical groups), doling out duty of particular undertakings or procedures to particular people or gathering (Volberda, 2014).

**Strategy Evaluation:** Refers to measuring the effectiveness of the organizational strategy. It is extremely important to conduct a SWOT analysis to figure out the strengths, weaknesses, opportunities and threats (both internal and external) (Johnson & Scholes, 2013).

**Strategic Management:** Is the art, science and craft of strategy formulation, implementation, evaluation and control in an Organization (Pearce & Robinson (2007).

**Training Institutions:** Organized systems aimed at imparting information and instructions to improve the recipient's performance help attain a required level of knowledge or skill (Penrose, 1995).

## **CHAPTER ONE: INTRODUCTION**

This chapter presents the background of the study, the statement of research problem, objectives of the study, research questions, Justification of the study, the scope of the study and limitation of the study.

### **1.1 Background of the Problem**

Strategic Management is an act of managing the process of strategy formulation, implementation, evaluation and control in an organization. Strategic Management has two major phases that is, strategy formulation and strategy implementation (Ogutu, 2014). According to Pearce and Robinson (2007), Strategic Management is a theory based on four concepts which are decisions and functions, formulation, implementation and objectives. This definition is echoed by Harvey (2008) who has described Strategic Management in four concepts which are formulation, implementation, evaluation and objectives.

Strategic management is the workmanship, science and specialty of figuring, executing and assessing cross-practical choices that empower an association to accomplish its long haul destinations (David, 2009). It is the way toward determining the association's central goal, vision and destinations, creating approaches and plans, regularly regarding undertakings and projects, which are intended to accomplish targets and afterward assigning assets, to actualize strategies, plans, tasks and projects.

The source of Strategic Management has been connected to the military. The term technique exuded from "strategos", which means "general." Literally, it signifies "pioneer of the armed force." Military methodology frequently manages arranging and execution in a war setting, while at the same time considering the system and strategies required to actualize the arrangement. Vanquishing the foe in a "chess-like" play circumstance involves basically thoroughly considered arrangement with accentuation on the arrangement's execution.

Strategic management is connected to crafted by Sun Tzu that goes back to 400 B.C. also, to Carl Von Clausewitz in the Eighteenth Century. Sun Tzu's reference to space, amounts, and different elements related is like the qualities of the situating schools (Mintzberg, Ahlstrand & Lampel, 2009). As indicated by Sun Tzu, estimations underlie successful circumstances in war.

Strategic management as a field of study has developed in the course of recent years (Okumus, Altinay & Chathoth, 2010). In the 1960s, Strategic Management was seen from general administration viewpoint, underscoring the part of the pioneer. Thus, the attention was on authority, relational connections, the frameworks, procedures and structures in an association. Firms utilized the best down approach with the best administration at the center of basic leadership process.

Be that as it may, the Strategic Management process was not formalized and unequivocal amid this stage; rather, it was more certain and casual. In the 1960s, 1970s, and the mid 1980s, firms received the key arranging approach with an



accentuation on examination and formalized arranging, with extraordinary groups allotted to create plans. The typologies and ideas identified with business and corporate systems, with methodology plan at the center of such conceptualizations, prompted the development of the area amid this period.

Since the 1980s, the field of Strategic Management has progressed significantly in both hypothetical area and exact research. It is currently considered as an imperative field in business, as well as in different orders. Ansoff is accepted to build up the expression "Strategic management" yet the term was really begat at a meeting at Pittsburgh University in 1977 (Lyles, 2010; Pettigrew, 2006).

The meeting renamed "Strategic management" and characterized it in conjunction of Schendel and Hofer's (2009) definition as takes after: Strategic Management is a procedure that arrangements with the entrepreneurial work of the association, with hierarchical restoration and development, and all the more especially, with creating and using technique to direct the association's activities.

As per Nag et al. (2007), the field of Strategic Management manages the major expected and new activities taken by general supervisors in the interest of proprietors, including use of assets to upgrade the execution of the organizations in their outside surroundings. Thus, these components make up the consensual meaning of the Strategic Management field. (Rumelt, Schendel & Teece, 2014) take note of that the field of Strategic Management manages the subject of how to accomplish and maintain upper hand. Watchman (2011) likewise shows that

inquiring as to why firms succeed or come up short is maybe the focal inquiry in technique.

Vital Management is essential for an organization to be more proactive than receptive in trim its own future. It makes an association to start and impact exercises with the goal that it can apply control over its own particular fate. At display, the advantages of Strategic Management start to be perceived and acknowledged by an ever increasing number of individuals, be they entrepreneurs, CEOs, presidents and chiefs of numerous for-benefit and non-benefit associations (Fred, 2011).

Vital Management is the most abnormal amount of administrative movement. Procedures are regularly arranged, made or guided by the Chief Executive Officer, affirmed or approved by the Board of Directors, and afterward actualized under the supervision of the association's best administration group or senior administrators. As per this consistent incrementalism viewpoint (Quinn, 2014), the best administration groups set the corporate system and sub-units create particular techniques and strategies expected to react adequately to natural difficulties (Spencer, 2015).

System of an association is the guide towards fulfillment of its long haul objectives and goals. Vital Management is the procedure of operationalization of the company's system. This procedure incorporates distinctive elements of the association. For an association to be effective, it is essential to chalk out a sound key framework. Vital Management helps in the detailing of successful authoritative objectives (Schendel & Hofer's, 2009).

The viable plan and usage of Strategic Management methods can lead an association to the way of accomplishment. The entanglements in the key arranging can be overwhelmed with fruitful usage of Strategic Management methods. A powerful Strategic Management process is basic for increasing feasible upper hand in the market (Quinn, 2014).

### **1.1.1 Training Institutions in Kenya**

At independence Kenya acquired preparing and training framework that was skewed regarding race and provincial inconsistencies. The best assets went to the alleged 'white', national, commonplace and locale schools in a specific order. Execution took after indistinguishable request from an aftereffect of one-sided understudy choice, human and asset allotment. It had been a framework that exacerbated disparity among understudies and networks. The post pilgrim state had been conferred in the development and openness of preparing and instruction framework for all (Okumus, Altinay, & Chathoth, 2010).

In 1963, the legislature proclaimed a battle against three adversaries of advancement; obliviousness, sickness and destitution. In light of this, the administration received an approach of Universal Primary Education (UPE). The administration's push to extend instructive open doors was educated by investigate by specific commissions. The key ones being the Okumus, Altinay, & Chathoth, (2010).

Strategic Management hones have been seen as one of the compelling administration apparatuses in reinforcing association and development of the

preparation foundations and execution, through powerful basic leadership and deliberate key definition and usage. Albeit Strategic Management was more pervasive in the private preparing foundations part since the idea was first built up, the enthusiasm of applying Strategic Management hones in people in general preparing establishments division has expanded throughout the most recent decade (Smith, 2014). Since 1980's there have been a progression of changes coming to fruition in the preparation foundations, coming about because of expanded mindfulness on the significance of value in the preparation organizations all around.

As per Osborne and Gaebler (2012), Strategic Management rehearse had all the earmarks of being a piece of a bundle of administration developments intended to rehash or modernize general society preparing establishments part. Vital Management was observed to be a successful administration device in changing a bureaucratic open part to a more responsive and inventive organization. In numerous countries of the world Nigeria included, there has been constant exertion for enhanced instructive frameworks, which brought about instructive arranging and particular endeavors with respect to the administrations to create strategies for changing training.

Local education foundations particularly Kenyan colleges and universities, have constantly arranged however their arranging has been deficient with regards to the idea of Strategic Management in light of the fact that the "arranging has dependably been the customary one that took after the administration's multi year arranging cycle". Usually learning that administration's multi year arranging cycles generally included modifying plans for swelling and political changes particularly to oblige

the impulses of the decision administration. The arranging was never truly centered around the long haul. This was the situation until the point that the approach of execution getting that requested that arranging address Strategic Management levels (Lewa, Mutuku and Mutuku, 2009).

The Kenyan training institutions Sector has since the year 2003 embarked on plans to institute reforms at all levels (Mutuku and Mutuku, 2009). This requires improvement of a Strategic Management hone introduction and execution of methodologies equipped for moving the preparation foundations to their coveted future states. To put it plainly, universities must take part in handy Strategic Management. Key Management hones include settling on decisions and choices about the long– term eventual fate of an association (Chemwei, (2014). The procedure results in Strategic Management that require execution or usage under the stewardship of key conduct standards.

Organizations of advanced education are portrayed by ambiguity in their instructive statement of purpose and an inclination toward turmoil. The nonappearance of a political domain means perplexity in the interior representing structure. The hierarchical structure is by and large bifurcated amongst scholastic and authoritative segments. One of the solid estimations of the scholastic segment is the "scholarly flexibility" where it may not endure any impedance from outside sources. The weight of variables, for example, residency makes a remarkable circumstance at advanced education establishments (Chemwei, (2014).

Education foundations have numerous partners who must be associated with the Strategic Management process. Aside from overseers, workforce, staff, and understudies, the organizations likewise need to represent the interests of understudies' folks, government offices, supporters, graduated class, and the network. Every one of these partners make requests upon the organization and the Strategic Management must carry these partners into the Strategic Management procedure to augment "customer fulfillment" (Lewa, Mutuku and Mutuku, 2009).

Strategy is an apparatus that preparation establishments can use to locate their upper hand and place inside the ever tempestuous working condition. Kenya preparing Institutions must achieve the required institutional overhaul and devise a viable vital arranging framework that will direct their activities. The ongoing rules issued by the Ministry of Education, appear to propose that by seeking after a more noteworthy mission separation and reallocation of assets they will be better situated to react to the changing needs of their supporters (Pearce and Robinson, 2007).

### **1.2 Statement of the Problem**

Overseeing education establishments is a to a great degree complex undertaking which envelops values, hierarchical plans, network interests, singular perspectives and authoritative goals that are here and there inconsistent with those of partners. Chiefs inside preparing foundations are Board of Management, Principals, guardians, and educators. It is every now and again hard to fulfill all the administrative, partners and sacred requests put after preparing establishments. This is on the grounds that underlining one approach is sure to incite feedback from the individuals who think different methodologies are more critical. That could be

demoralizing in a few perspectives, yet it likewise makes Strategic Management works on testing and notwithstanding interesting (Rosenbloom, 2008).

The achievement of each preparation foundation relies upon the quality and duty of its administration to actualize laid systems (Bitange, Kipchumba, and Magutu, 2010). In any case, ongoing reports show that development of preparing establishments in Kenya has been disintegrating (Yara and Wanjohi, 2011). This situation came about to a great extent from frameworks of administration in schools which put accentuation on consistence with forms instead of Strategic Management hones.

The troubles related with Strategic Management hones in the general population preparing organizations internationally have prompted genuine administrative issues. This is on account of either the administration in preparing organizations doesn't know about such troubles, don't have the vital change administration activities to beat such challenges, all the more essentially don't decide the outside and inward boundaries to the Strategic Management process. What's more, specific qualities of open preparing establishments appear to cause administrative issues not generally experienced in the private division. A portion of these attributes are: powerless partners impact; restrictions on the utilization of prizes and disciplines; political effects on administration choices; and the partition of policymaking and strategy usage (Bell, 2012).

Chemwei (2014) completed an investigation on Factors that Impede the Implementation of Strategic Plans in Secondary Schools in Baringo District, Kenya.

Wambui, (2010) completed an investigation on Factors impacting effective execution of key designs of open segment Sacco social orders inside Nairobi Region, Lewa (2009) examined Strategic arranging in the Higher Education Sector of Kenya, the examination uncovered that Kenyan state funded colleges are basically conventional in introduction. Manyasi, (2009) in Kenya Institutions of Management took an investigation on Strategic Management challenges confronting Institutions of Higher Learning in Kenya the examination uncovered that supervisors in the establishment don't utilize a proactive way to deal with Strategic Management. Muguni (2007) contemplated the part of official advancement in methodology execution. This was a comparative study of KCB and National Bank of Kenya. Out of the a aforementioned studies it is evident that no study has been undertaken in Machakos county on the Strategic Management practices affecting the growth of training institutions

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The general objective of this study was to investigate the Strategic Management practices affecting the growth of training institutions in Machakos County.

#### **1.3.2 Specific Objectives**

The specific objectives of this study was

- i. To assess the influence of strategy formulation on the growth of the training institutions in Machakos County.



- ii. To investigate the effect of strategy implementation on the growth of the training institutions in Machakos County.
- iii. To establish how strategy evaluation affects the growth of the training institutions in Machakos County.

#### **1.4 Research Questions**

This study aims at answering the following research questions:

- i. How does strategy formulation affect the growth of the training institutions in Machakos County?
- ii. What are the effects of strategy implementation on the growth of the training institutions in Machakos County?
- iii. How does strategy evaluation affect the growth of the training institutions in Machakos County?

#### **1.5 Justification of the Study**

Kenya is working toward attaining its Vision 2030 of becoming an industrialized economy middle level employees will be core to its actualization of the economic pillar to development. This study will help to enhance the performance of training institutions which in turn will contribute to the strategic Vision. This study will provide solutions and answers to the research problems identified in the previous studies. Therefore, the purpose of this study is to uncover the strategic management practices affecting the growth of training institutions in Machakos County.

### **1.5.1 Significance of the Study**

#### **Training Institutions and Other Organisations**

Training institution and other organisations will benefit learning how to by assess, evaluate and review their Strategic Management practices as tools for competitiveness in the face of the changing business environment.

#### **Managers**

The study will also be of value to managers for it will be a blue print on how Strategic Management should be formulated implemented and evaluated.

#### **The Kenyan Government**

The Kenyan Government will gain from this study in formulating policies and measures that would stifle Strategic Management of training institutions hence stimulate growth in the institutions.

#### **Academic Fraternity**

The study will enhance the work of other scholars on the Strategic Management practices affecting the growth of training institutions in Machakos County. The

study will also provide a base upon which further studies can be conducted on the effects of Strategic Management practices on the growth of other institutions.

### **1.6 Scope of the Study**

The scope of this study was focused on training institutions in Machakos County. The study was zero downed on the Strategic Management practices affecting the growth of training institutions in Machakos County.

Target population of interest was 368 which comprised of Board of Management, Principals, Teaching staff, Support staff of 6 training institutions within Machakos County Technical Development Center; Kenya Medical Training College-Manza; St John Teachers Training college; Machakos Teachers Training College and Machakos technical institute for blind. The institutions were chosen since they are the one which have been providing training in Machakos County for the longest period. The study was done for a period of three months.

### **1.7 Limitations of the Study**

#### **Unwillingness to Reveal Information**

Some of the training institutions were not willing to reveal information about their effects of Strategic Management practices on the growth of their training institutions. This was overcome this limitation by administering the questionnaires together with the introductory letters with specific information on the purpose of the research and the confidentiality of information provided. The letter detailed the fact that the information collected was used specifically for academic purposes.

## **Lack of Cooperation among Respondents**

The researcher mainly engaged the respondents in a brief interview before issuing the questionnaires as a strategy to avoid lack of cooperation. The researcher obtained more information from websites, written materials from the library, journals and publications on the topic in review.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter summarizes the information from other researchers who have carried out their research in the same field of study. The specific areas covered here are theoretical review, Empirical literature, Literature overview and Research gaps.

### **2.2 Theoretical Review**

Theoretical review provides the research the lens to view the world clearly (Marriam, 2011). Theories are planned to clarify, foresee, and comprehend marvels and, much of the time, to challenge and expand existing learning, inside the points of confinement of the basic bouncing presumptions. The hypothetical system is the structure that can hold or bolster a hypothesis of an exploration think about. The hypothetical structure presents and depicts the hypothesis which clarifies why the exploration issue under examination exists (Marriam, 2011). Among the theories

that form the foundation of Strategic Management include; the resource based theory, the Agency Theory and the contingency theory.

### **2.2.1 The Agency Theory**

Agency Theory is an administration approach where one individual (the specialist) follows up in the interest of another (the main) and should propel the central's objectives. The specialist along these lines progresses both the principals' advantages and his own particular advantages in the association. An adjust of these interests ought to be converged with a specific end goal to touch base at the corporate targets of the association through the operator since he/she is accountable for the huge assets of the association. Laffort and Martimost (2012) battle that the Agency Theory of Strategic Management is so significant since the activity picked by a specific individual (the specialist) influences one, as well as a few different gatherings (the principals) in which the analyst concurs with. Consequently the operators' part in key definition and the general Strategic Management process can't be belittled.

The Agency Theory holds the view that there ought to be appropriate cooperative energy between the administration and its partners with a specific end goal to move in the direction of a shared objective. The Agency Theory has additionally been portrayed as the focal way to deal with administrative conduct. Ross (2010) says that the Agency Theory is utilized in the administrative writing as a hypothetical system for structure and overseeing contract which is among the developing issues in Strategic Management. It thusly clarifies the conduct of principals and specialists connections in execution contracting in administration.

The Agency Theory likewise gets a considerable measure of help from Alchian and Demsetz (2012), Jensen and Meckling, (2010) as a structure for Strategic Management as is commonly said that this hypothesis centers around responsibility by redress for crafty conduct that can come about because of abusing hilter kilter data one section has an economy of learning about something which the other part does not have.

Mintzberg (2013), Joseph (2013), and James (2013), battle that systems exude from the Agency Theory as the operators are accused of the duty of vital plan by different partners who have coordinate control over the firm. Gibbons (2014) considers the Agency Theory the least difficult conceivable hypothesis of Strategic Management; one manager (or foremost) and one specialist (or 'Operator'). In his reaction he says that the Agency Theory of Strategic Management lays on the association's investors as the central and the CEO to be the specialist however it is on this setting he says that one can advance this methodology in breaking down a hierarchy of leadership in associations.

### **2.2.2 Contingency Theory**

Contingency Theory has been a standout amongst the most powerful hypothesis connected in technique and authoritative examinations (Hofer, 2011) and furthermore the one, which broadly is received in Strategic Management (Khairuddin, 2015). It is the most named hypothesis by researchers as vital from other 110 association speculations.

As indicated by Donaldson, (2011) changes in Contingencies, for example, size or procedure, would render the structure to be unfit with the association and prompt lower execution. Subsequently, change in accordance with the structure was expected to recover the fit condition, in which would prompt higher execution. These investigates on possibilities and association structure were later known as basic possibility hypothesis.

In an article on Porter's Generic Strategy in light of Contingency Approach, that the practicality of every one of Porter's Strategy fixing to the nearness of various natural preconditions. Which means the feasibility of non specific methodologies would be affected by the presence of a few preconditions on the outer elements. As per Miller (2012), which is additionally bolstered by Kim and Lim (2009), separation methodology will probably make supportable upper hand in powerful condition, while cost initiative would have the capacity to accomplish upper hand in stable condition. Industry conditions would likewise impact the impact of whether one picked methodology would deliver more prominent upper hand contrasted with another. What's more, changes in industry conditions would constrain the procedure to be reexamined and balanced appropriately, as argued by (Gilbert & Strebel, 2007). The theory is relevant since it emphasizes on changes in contingencies, such strategy, and how it affects organization performance and applied to understanding to various organizations strategies practices which will enhance the findings of this study.

### **2.2.3 Resource Based theory**

The objective of strategy building is to make a low cost or differentiated competitive position that lead to a competitive advantage that can be maintained over moment in time. The resource-based theory explain that in Strategic Management, the essential sources and drivers to association upper hand and more noteworthy execution are for the most part associated with the qualities of their assets and abilities which are important and costly-to-copy (Barney, 2011). Expanding on the suspicions that vital assets are heterogeneously circled crosswise over associations and that these distinctions are enduring in the end, Barney (2011) inquired about the connection between firms assets and supported upper hand.

In Barney (2011), Organization assets contain all advantages, abilities, hierarchical procedures, firm traits, data, learning. controlled by a firm that enables the association to envision and apply procedures that enhance its productivity and viability. An association should envelop an upper hand when it is executing an esteem making procedure not simultaneously being actualized by any present or conceivable contenders. furthermore, an association is said to have a supported upper hand when it is actualizing an esteem making methodology not simultaneously being executed by any current or conceivable contenders and when these other association are unable to make a duplicate the significance of this system (Barney, 2011).The resource-based Strategic Management viewpoint of the organization has emerged in current years as a accepted theory of competitive advantage (Wernerfelt 2014). (Fahy, 2008) the importance of this involvement is apparent in its being awarded the Strategic Management publication best paper prize



in 1994 for reasons such as being and an early report of an vital tendency in the area in Fahy, 2008) has reasoned that the principal contribution of the resource-based theory of the organization has been as a theory of competitive advantage. This theory instigates the last objective of the study which will be to establish how strategy evaluation affects the growth of the training institutions.

### **2.3 Empirical Literature**

Ofunya (2013) investigated the correlation of strategic management practices and organization performance in Post bank in Kenya the study used descriptive research design. The study found that the strategies adopted by Post bank so as to cope with the competitive environment integrated vital pursuit of cost reductions, giving exceptional customer service, improving operational efficiency, amongst other.

Mwangi (2013) investigated strategic management practices and performance of large pharmaceutical organizations in Kenya the study used survey design. The study findings found that organization that were using strategic management practices were most ready to innovate and to take risks and were more proactive than competitors. Muogbo (2013) investigated the impact of strategic management on firm growth and development of manufacturing firms in Anambra State the study used descriptive survey research design. Findings from the analysis shown that strategic management was not the same among the manufacturing organization in Anambra State but its implementation had major significant effect on competitiveness and influences on manufacturing organizations.

Taiwo and Idunnu (2010) investigated the impact of strategic planning on firm performance this study used a causal research design. The study examined the planning-performance affiliation in organization and the extent to which strategic planning affected performance of First Bank of Nigeria. The findings found that planning forms superior firm performance, which in the long term impacts its survival. Bakar, (2011) examined the practice of strategic management in building companies in Malaysia the study used survey design. The findings of the research found that many of the organizations practicing strategic management had a clear objective, a winning strategy to attain the goal and a mission statement to guide the firm in achieving success.

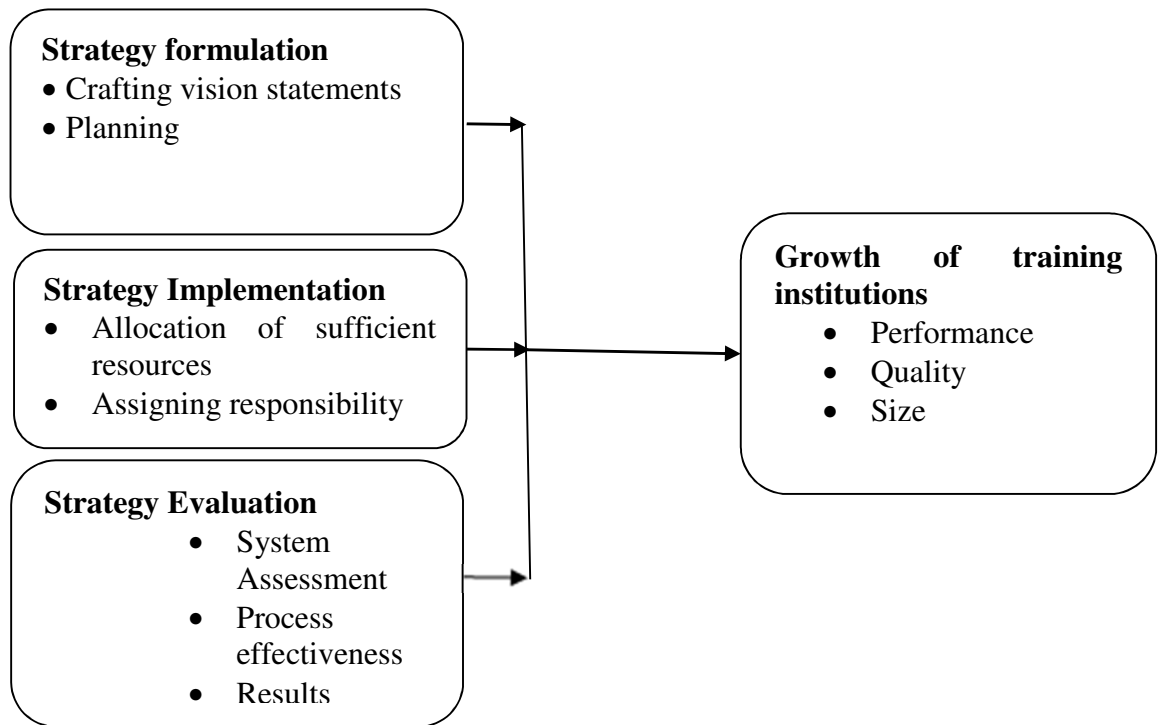
Njagi and Kombo (2014) established the effect of strategy implementation on performance of commercial banks in Kenya the study used a descriptive research design. The study found out that there was a strong connection among strategy implementation and organizational performance. Ondera (2013) investigated strategic management practices in Mbagathi District Hospital, Nairobi, Kenya the study used a descriptive research design. The study found that, the hospital implements and evaluates the work strategy by including all employees working at the hospital and that the administration allocated finances based on the plan to help the procedure of strategy implementation.

### **2.3.1 Conceptual Framework**

A conceptual framework is a structure that consists of some abstract blocks which signify the observational, the experiential and the process of system being investigated. In this study, the dependent variable is growth of training institutions, while the independent variables in the study are Strategy formulation, Strategy implementation and Strategy evaluation.

**Independent Variables**

**Dependent Variable**



**Figure 1. 1 Conceptual Framework**

### **2.3.1.1 Strategy Formulation**

Strategy formulation incorporates the methodology of building up a dream and mission, distinguishing condition examination for an association, analyzing particular destinations, concocting choice methodologies, and choosing particular procedures to track accomplishment. Information procedure detailing demonstrates the strategy and occasions to achieve targets. The examination of technique detailing strategy is vital for experts keeping in mind the end goal to achieve and evaluate different definition method (Olson, 2015).

These methodology detailing must be, in the target of the conditions examination, propose a key arrangement. The arrangement gives the particulars of how to accomplish these targets. This three-advance system plan technique is alluded to as

figuring out where you are presently, building up where you need to go, and afterward setting up how to arrive. These three inquiries are the embodiment of vital arranging, (Taiwo and Idunnu, 2010).

With the rising level of rivalry in numerous aggressive situations, an assemblage of research demonstrates the ability to define and actualize a detailed system as an also noteworthy premise of upper hand. The rate of progress in both inward and outer conditions of preparing organizations is raising, which require that enhanced mindfulness be paid to vital arranging and procedure definition. Procedures are planned by firms in order to accomplish an extra uplifting position (Taiwo and Idunnu, 2010).

According to Carpenter and Sanders (2007) strategy formulation is a procedure of making a decision on what to do. The evaluation of strategy formulation processes is important for practitioners alike so as to find and assess various formulation procedures (Olson, 2015). Strategy formulation includes three steps which are: performing a situation analysis, self-evaluation and competitor analysis: internal and external; micro-environmental and macro-environmental, simultaneous with this appraisal, goals are determined. These goals should be in line with the timeline; some are in the short-term and others on the long-term.

This involve coming up with vision statements, mission statements, overall corporate objectives, strategic business unit objectives, and tactical objectives, Identification of the institutions vision and mission is the first process of any strategic planning process for example one asks what and how the business is

conducted (Thompson, 2008). This is important in helping the institution with a sense of purpose and direction and giving it a mission.

To allow the big institutional victory, the administration must create a true whole strategy that is cautiously formulated so as to attain the objectives and goals of the institution. The chain of command of the strategy is a element of the strategy formulation. Strategy formulation comprises of corporate strategy, business strategy and functional strategy. All three are used in a organization strategic administration. The various strategies should maintain and complete each other in order to be efficient (Wheelen & Hunger, 2006).

### **2.3.1.2 Strategy Implementation**

Strategy implementation includes the firm's resources and inspiration of the employees to achieve objectives. The environmental conditions facing most organization have changed quickly. Today's global competitive situation is difficult, dynamic, and mostly unpredictable. To cope with this unprecedented level of change, a lot of thoughts have been shared into the matter of how strategies are greatest formulated. Strategic Management is about supervision the future, and effective strategy formulation is vital, as it direct the concentration and actions of an institution, even if in some cases real implemented strategy can be very unusual from what was originally planned, planned (Volberda, 2014).

A strategy is just as phenomenal as its execution. Despite the fact that the system are not as basic as arranged. The trouble is that the firm needs to confront the test to

move laborers amid an establishment to work with joy and insight towards accomplishing the set objectives. Vital execution incorporate distribution and supervision of satisfactory assets for instance money related, faculty, time and innovation bolster, inspecting a hierarchy of leadership, allotting obligation of correct undertakings to particular people or gatherings, includes supervision the method. This includes observing result, contrasting with benchmarks and better works on, looking at the adequacy and proficiency of the methodology, controlling for contrasts, and creation changes in accordance with the strategy as basic lastly while actualizing careful undertaking, this incorporates having the basic assets, building up the system, arrangement, technique attempting, records, and blending with heritage forms (Quinn, 2008).

### **2.3.1.3 Strategy Evaluation**

Strategy evaluation is the last stage in Strategic Management hones. Chiefs urgently need to know when correct techniques are not working great; methodology assessment is the essential path for getting this data. Technique assessment is estimating the accomplishment of the authoritative procedure. It's extremely fundamental to direct a SWOT examination to work out the qualities, shortcomings, openings and dangers of the element being referred to. This may need to make prudent strides or even to change the entire system (Porter, 2010).

Strategic evaluation is element of the strategy procedure but it is very important in analyzing the level of achievement of the selected strategy. The methodology of Strategy Evaluation has the accompanying advances Rosen (1995): Fixing

benchmark of execution: While settling the benchmark, strategists experience inquiries, for example, what benchmarks to set, how to set them and how to express them. Keeping in mind the end goal to set up the benchmark execution to be set, it is important to understand the specific prerequisites for playing out the fundamental errand.

The execution marker that best perceive and express the specific necessities may then be resolved to be utilized for appraisal. Among the Qualitative components are abstract assessment of elements, for example, abilities and capabilities, chance taking potential and adaptability, King (2002). While measurement of execution one needs to put as a main priority that the standard execution is a seat stamp with which the genuine execution is to be thought about.

The principal activity in system assessment is investigative the basic premise of association procedure. Next, contrasting unsurprising result and genuine outcomes lastly taking restorative activities. After fulfillment period, how might we know whether the outcome is great or not? Thusly we can't skip evaluation. It is a system in which association exercises and execution result are checked so genuine execution can be contrasted and favored execution. Execution is the last aftereffect of exercises. It includes the genuine results of the vital administration method, (Wheelen and Hunger 2006)

Key Evaluation incorporate not just assessing technique for deviation from arranged course yet in addition for adaptability towards reacting to the new test and building up the proficiency and the pace of the execution (Johnson and Scholes, 2013).The



foundation should gauge current execution against beforehand set desires, and consider any progressions or occasions that may have affected the coveted course of activities. The reconsidered plan must mull over developing procedures and changes influencing the association's planned course.

As per David (2008) the Strategy Evaluation is winding up progressively troublesome today on account of the accompanying patterns: An emotional increment in the earth's multifaceted nature. The expanding trouble of foreseeing the future with precision. The expansion in the quantity of both residential and world occasions influences the association. The diminishing time length for which arranging should be possible with any level of assurance.

The evaluation of administration and techniques is as a result of execution administration frameworks which occur all through and after the achievement of plans and systems. However, this progression has been considered as one stage in the SPFP as the consequence of assessing the procedures will be utilized as a contribution to extend and plan methodologies and system. While relating the procedure cycle approach, the coveted aftereffect of this progression is to save great methodologies, alter or expel less effective ones, and survey strategies, technique, and activities to settle on a choice on the appropriate course of act (Bryson, 2004).

#### **2.3.1.4 Growth of Training Institutions**

The term growth or development in this setting can be characterized as an expansion in estimate or different items that can be measured or a movement of changes or

improvement (Penrose, 1995). The association estimate is the aftereffect of development over some stretch of time and it must be noticed that development is a system while organization measure is a status (Penrose, 1995). The development of an organization can be controlled by arrangement of capital, work and appropriate organization and open doors for investment funds that are beneficial. The compelling component for an association development is the availability of assets, number of understudies, number of new branches, number of showing staff and raise of understudy populace to the foundation (Ghoshal, Halm & Moran, 2002).

Training Institutions incorporates preparing when all is said in done and aptitudes development specifically, not just assume a fundamental part in individual, establishment and in general national monetary development however are essential piece of Human Resource Development (HRD). Expertise development might be characterized as a method to procuring and honing abilities to execute an assortment of capacities related with their present and future parts Tripathi (2003). Also, writing recommends that human capacities can be enhanced through better instruction and preparing Haq (2002). Enhanced abilities enable people to be more innovative and create more cash. It not just raise the rate of degree of profitability and increment employability yet in addition guarantee the execution of an assortment of development extends in the time Booth and Snower (1996) and O'Conner and Lunati (1999).

#### **2.4 Literature Overview and Research Gaps**

Strategic Management process can be isolated into three stage, for instance the detailing stage is a system that goes for guaranteeing that establishments achieve

their destinations (Certo & Peter, 2011). David (2009) has expressed that technique plan incorporate settling on choice which business to take after, how to allot assets without antagonistic takeovers and whether to go into worldwide markets. He likewise included that system plan stage incorporate improvement of a statement of purpose, ID of outside circumstances and dangers, setting up of interior qualities and shortcomings, building up long haul targets, having choice techniques, and having the best procedure to be executed. Second, is the execution stage that starts exercises in consent to vital plans (Sharplin, 2015).

This needs association to set up goals, devise approaches, move representatives, and allocate assets to do defined techniques. Certo and Peter (2011) attested that without the fruitful technique usage, associations can't accumulate the significance of playing out a hierarchical investigation, looking at authoritative heading, and planning hierarchical methodology. In conclusion, is the appraisal and control stage that require keeping in mind the end goal to be acquired on vital execution and contrasting it and possible standards (Certo and Peter, 2011).

The fundamental preferred standpoint of Strategic Management has helped foundations plan sound procedures by utilizing the more orderly, normal and balanced way to deal with key decision (Fred 2011). To be particular, the focal points incorporate monetary significance and non-budgetary advantages. Money related advantages incorporate increment in deals, gainfulness and profitability. A decent Strategic Management can accomplish the mission, destinations of the association; the benefits will fall into place (Fred, 2011).

An investigation by Okumus (2010), found that the significant test to the Strategic Management involve absence of administration and support from different levels of administration and opposition from bring down levels and lack of common sense exercises. Meldrum and Atkinson (2008) discovered various Strategic Management difficulties, for example, confinement, absence of partner duty, vital float, vital weakening, and vital division, inability to comprehend advance, activity weariness, restlessness, and not commending achievement.

Asset deficiency is another system administration challenge. This might be as a because of absence of assets which incorporate monetary, human and unification of assets. Organizations may encounter changes in the business condition that can make an extensive piece of their asset base excess assets, which might be not able to do enough finances to put resources into the new assets that are required and their cost base will be too high (Johnson & Scholes, 2012).

Sterling (2013), distinguished reasons why methodologies bomb as unexpected market changes; absence of senior administration bolster; successful contender reactions to system; utilization of deficient assets; opportuneness and peculiarity; absence of center; and terrible technique/misguided plans of action. When activities are not well coordinated in terms of proper planning, scheduling and allocation it results to poor output compared to expected results.

The studies quoted in the literature review show that managers at all levels of the firm interact in planning and implementation therefore accurate assessment of strategy formulation on organization. This view can no longer yield in the growth

of the training institutions because firms are found to grow as they turn to specialization and division of labour. According to Berry, (2015), the objectives of strategy formulation should be parallel to a timeline; some are in the short-term and others on the long-term. This objective of strategy formulation is found to have a weakness as it does not put into consideration other factors like competition and other economic factors that need to be addressed for strategy formulation.

Strategic Management is managing the future, and efficient strategy formulation is vital, as it gives direction to the attention and actions of an organization. However, the current nature of working environment stress that Strategic Management involves managing the present and the future and efficient and timely strategy formulation. The studies shows in the literature review that industries other than the training institutions and were also done in the developed countries. Most of the studies also do not give the relationship between the Strategic Management practices and the growth of the institution where the practices are applied.

From the literature, the Strategic Management practices can be summed up to be in the formulation, implementation, evaluation and control. Strategy formulation is a process of making a decision on what to do while strategy implementation is a process executing what the organization has planned. Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve objectives.

Strategy evaluation is measuring the effectiveness and efficiency of the institution strategy. Strategy control includes developing a control algorithm that successfully

manipulates the actuators to meet the needs of the system necessities. The purpose of strategy controlling is to close the gap between the process of formulation and implementation. The literature also examines that there is a relationship between the Strategic Management practices and the growth of the institution.

## **CHAPTER THREE: METHODOLOGY**

### **3.1 Research Design**

This is a descriptive survey study. A descriptive report is worried about discovering the what, where and how of a marvel (Kothari, 2008). Expressive research configuration is a logical strategy, which includes watching and portraying the conduct of a subject without affecting it in any capacity. This examination included the examination in which both quantitative and subjective information was gathered and broke down so as to portray the particular marvel in its present patterns, and current occasions.

### **3.2 Population**

A populace is the 'total of all cases that fit in with some assigned arrangement of details (Paton, 2002). The population of interest comprises of Board of Management, Principals, Teaching staff, Support staff from 6 training institutions within Machakos County. According to Ministry of Education Report (2015), Machakos County has 13 training institutions. Which formed the population of the study: The target population was drawn from the population and was as shown in the table below.

**Table 3. 1Target Population**

| <b>Name of College</b>                   | <b>Principal</b> | <b>BOM</b> | <b>Teaching staff</b> | <b>Support staff</b> | <b>Total</b> |
|--|------------------|------------|-----------------------|----------------------|--------------|
| Technical Development Center             | 1                | 9          | 25                    | 20                   | 55           |
| Kenya Medical Training College- Manza    | 1                | 9          | 25                    | 24                   | 59           |
| St John Teachers Training college        | 1                | 9          | 27                    | 30                   | 67           |
| Machakos Teachers Training College       | 1                | 9          | 30                    | 28                   | 68           |
| Kenya Medical Training College- Machakos | 1                | 9          | 25                    | 25                   | 60           |
| Machakos technical institute for blind   | 1                | 9          | 25                    | 24                   | 59           |
| <b>Total</b>                             | <b>6</b>         | <b>54</b>  | <b>157</b>            | <b>151</b>           | <b>368</b>   |

### **3.3 Sampling Frame**

The sampling frame portrays the rundown of all populace units from which the example was chosen (Cooper and Schindler, 2013). It is a physical portrayal of the objective populace and involves every one of the units that are potential individuals from an example (Kothari, 2008). The sampling frame constituted list of principals, teaching staff, support staff and Board of Management staff of selected training institutions.



### 3.4 Sample Size

The sample size was determined using Yamane's formula (1967) shown below. According to the formula, **n** is the sample size, **N** is the population size and **e** is the margin of error. A 95% confidence level and  $e = 0.05$  are assumed for the equation.

$$n = \frac{N}{1 + N(e)^2}$$

At a confidence level of 95% and 0.05 margin of error, the researcher computed a sample size of 253 as shown below:

$$n = \frac{368}{1 + 368(0.05*0.05)} = 192$$

Stratified random sampling technique was used to draw the sample from the population. This technique was preferred because it ensures that all units in the population have an equal and independent chance of being included in the sample.

| <b>Name of College</b>                   | <b>Target Population</b> | <b>Multiplier</b> | <b>Sample Size</b> |
|--|--------------------------|-------------------|--------------------|
| Technical Development Center             | 55                       | 0.522             | 27                 |
| Kenya Medical Training College- Manza    | 59                       | 0.522             | 31                 |
| St John Teachers Training college        | 67                       | 0.522             | 35                 |
| Machakos Teachers Training College       | 68                       | 0.522             | 35                 |
| Kenya Medical Training College- Machakos | 60                       | 0.522             | 31                 |
| Machakos technical institute for blind   | 59                       | 0.522             | 31                 |
| <b>Total</b>                             | <b>368</b>               | <b>0.522</b>      | <b>192</b>         |

**Table 3. 2**  
**Sample Size**

### **3.5 Instruments**

According to Cooper and Schindler (2013) there are numerous strategies for information gathering. The decision of an apparatus and instrument depends for the most part on the traits of the subjects, inquire about point, issue question, destinations, outline, expected information and results. This is on account of each apparatus and instrument gathers particular information. The essential information was gathered using a questionnaire.

The questionnaire consisted of both open and closed ended questions. The close-ended questions provided more structured responses to facilitate tangible recommendations. The open-ended questions provided additional information that might not be captured in the close-ended questions. The questionnaires were advocated for because they are easy to administer and simple to respond and yet gives enough information required for the study.

#### **3.5.1 Interview**

The individual meeting is an up close and personal, relational part circumstance in which a questioner asks respondents questions intended to unlawful answers appropriate to the exploration objective (Patton, 2002). This study used paper and pencil interview (PAPI) in which the interviewer recorded answers on paper questionnaires. Since the respondents selected are known to have been involved in

the Strategic Management practices affecting the growth of training institutions, the study used the focused interview. It primarily focused on respondents experience regarding their participation in the Strategic Management practices affecting the growth of training institutions. However, the respondents were given considerable liberty in expressing their definition of a situation that were presented to them. Focused interview permitted the researcher to obtain details of personal reactions, specific emotions and attitudes of respondents on the Strategic Management practices affecting the growth of training institutions.

### **3.6 Data Collection Procedure**

The first step in data collection was researcher obtaining introduction letter from the School of Business & Economics for permission to collect data. Before the actual data collection, research teams were trained as research assistants the research teams assisted in the distribution of questionnaires in the field of study. The data was collected using the drop method to allow the respondents fill the questionnaires at their convenient time. They were in charge of administering the questionnaires for the first time. The rationale of this is to save on time and cost of research. The questionnaires were collected immediately upon completion and upon getting appointment when to pick dully filled questionnaires. The respondents board of management were kindly requested to respond to all interview questions, with consistency and freedom of expression. Mugenda and Mugenda (2003) and Amin (2005) observe that interview is useful since they fetch variety of ideas needed for the study.

### **3.7 Pilot test**

Pilot testing is a movement that helps the examination in deciding whether there are imperfections, confinements, or different shortcomings inside the meeting outline and enables one to make vital modifications before the execution of the instruments (Saunders, 2007). Pilot study was to pre-test pre-testing was conducted with people who resemble those to whom the questionnaire is finally given. The pilot test data was not be included in the final study. The rule of thumb is that 1% of the sample should constitute the pilot test (Cooper & Schilder, 2013).

The pilot study was used to familiarize the researcher with the administration of the questionnaires therefore improving the instruments and procedures (Nachmias & Nachmias, 2008). The purpose of testing at this stage was to establish how to phrase each questions meaning and to check whether the range of responses alternatives was sufficient. The information to be gained from the questionnaire development was used where necessary to shorten the questionnaire, reorder questions and finalize the skip patterns. The pre-testing was conducted with people who resemble those to whom the questionnaire were finally given.

### **3.8 Data Processing and Analysis**

The research was both quantitative and qualitative in nature. This implied that both descriptive statistics and inferential statistics was employed. Once the data was collected it was checked for completeness for analysis. Data collected through the

questionnaire, were coded; edited and then subjected to description statistical analysis techniques. This was eventually tabulated, arranged and presented in tables. This further reduced, summarized and interpreted the numerical information.

Mugenda and Mugenda (2008) pointed out that researcher uses regression analysis to find whether independent variable easily makes predictions on dependent variable. Multiple regression model was used since its appropriate to test the effect of group of independent variables on one dependent variable (Mbwesa, 2006).

This model was ( $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$ ).

Where, Y= Growth of training institutions

$\beta_0$ =Constant term

$\beta_1, \beta_2, \beta_3, \beta_4$ =Beta coefficient

$X_1$  = Strategy formulation

$X_2$  = Strategy implementation

$X_3$  = Strategy evaluation

$\epsilon$  = Error term

## **CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION**

### **4.1 Introduction**

This chapter presents data analysis, presentation and interpretation following the research objectives. The general purpose of this study was to investigate the Strategic Management practices affecting the growth of training institutions in Machakos County. This is in the light of the fact that in Kenya, training institutions have started to get serious about Strategic Management practices and growth of training institutions because they are required by the government to carry out Strategic Management practices (GOK, 2015).

This study sought to examine how the existing Strategic Management practices affect growth of training institutions in Machakos County; To assess the influence of strategy formulation on the growth of the training institutions in Machakos County; To investigate the effect of strategy implementation on the

growth of the training institutions in Machakos County; To establish how strategy evaluation affects the growth of the training institutions in Machakos County.

In this study, both closed ended questions and open ended questions were used in collecting data where the respondents were required to explain briefly. The collected data was analyzed using both descriptive and inferential statistics using the statistical package for social scientist (SPSS).The sample target was the Board of Management, Principals, Teaching staff, Support staff and Students from 6 training institutions within Machakos County making a sample of 192 respondents.

**4.2 Response Rate**

The sample of the study comprised of 192 respondents. The research instruments were administered to the respondents. Out of 192 questionnaires that were administered, 174 were duly filled and returned. This was a response rate of 90.63%. This response rate was excellent and conforms to Mugenda and Mugenda (2003) argument that a response rate of above 70% is excellent for generalization of findings to the whole population.

**Table 4. 1: Response Rate**

|             | <b>Questionnaires administered</b> | <b>Questionnaires filled &amp; returned</b> | <b>Percentage</b> |
|-------------|------------------------------------|---|-------------------|
| Respondents | 192                                | 174   | 90.63%.           |



Table 4.1 shows that (90.63%) of the questionnaires were returned by the respondents. The recorded high reaction rate can be ascribed to the information gathering strategies, where the specialist pre-told the potential member's simply the planned examination and used a managed survey which respondents finished and lifted in the blink of an eye a while later and influenced follow up calls to clear up inquiries and in addition incited the respondents to fill the polls.

### 4.3 Study Variables

#### 4.3.1 Strategy formulation

The first objective for this study was to assess the influence of strategy formulation on the growth of the training institutions in Machakos County. The respondents were first required to state level of agreement (or disagreement) with respect to the following aspects of strategy implementation as applied by institutions.

**Table 4. 2: Strategy formulation and growth of training institutions**

|                             | Strongly agree | Agree | Neutral | Disagree | Strongly disagree | Mean |
|-----------------------------|----------------|-------|---------|----------|-------------------|------|
|                             | %              | %     | %       | %        | %                 |      |
| Situational Analysis        | 50             | 34.1  | 7.2     | 7.1      | 1.6               | 3.5  |
| Self evaluation             | 43.7           | 19.5  | 14.3    | 18.4     | 4.1               | 4.4  |
| Competitor analysis         | 15             | 74.6  | 6       | 2.4      | 2                 | 4.4  |
| Micro and Macro environment | 40.8           | 31    | 15.9    | 8.2      | 4.1               | 4.1  |

According to the findings, 50% of the respondents strongly agreed; 34.1% agreed; 7.1% disagreed; 1.6% strongly disagreed. 43.7% Majority of the respondents

strongly agreed that their institutions follows Situational Analysis procedure in strategy formulation 19.5% agreed 14.3% were neutral 18.4% disagreed while 4.1% strongly disagreed on statement regarding Self evaluation 74.6% agreed; 15% strongly agreed; 6% were neutral; 2.4% disagree; 2% strongly disagreed on Competitor analysis as a procedure in strategy formulation 40.8% of the respondent strongly agreed; 31% agreed; 15.9% were neutral 8.2% disagreed while 4.1% strongly disagreed and On statement regarding Micro and Macro environment as a procedure in strategy formulation of 26.5% were neutral; . 22.1% strongly agreed; 33% agreed; 8.2% disagreed while 10.2% strongly disagreed. as shown by mean of 3.5, 4.4, 4.4, and 4.1 respectively.

These findings relate with the literature review where Olson, (2015) found out that Strategy formulation involves three steps which are: playing out a circumstance investigation, self-assessment and contender examination: inner and outer; small scale ecological and large scale natural, Concurrent with this evaluation, targets are set. The study infers that strategy formulation helps institutions employees to take action to accomplish assigned tasks provided also it plays an important role in motivating employees to achieve superior performance.

#### **4.3.1.1 Challenges of Strategy Formulation**

The study sought to find out Level of agreement with statements regarding the Challenges of Strategy Formulation on the growth of training institutions in Machakos County. The respondents were therefore presented with statements which they were required to rate. As shown in table 4.3 below.

**Table 4. 3: Challenges of Strategy Formulation**

|  | Strongly agree | Agree | Neutral | Disagree | Strongly disagree | Mean |
|--|----------------|-------|---------|----------|-------------------|------|
|  | %              | %     | %       | %        | %                 |      |
| Inadequacy of information systems used to monitor strategy Formulation | 20             | 17    | 25<br>9 | 37       | 37                | 4.11 |
| Poor planning.   | 26             | 7.4   | 29      | 14       | 48.1              | 4.04 |
| Lack of support  | 27             | 11    | 29      | 29       | 29                | 3.78 |
| Poor coordination, and poor communication                              | 3.7            | 7.4   | 22      | 40       | 25                | 3.78 |

From the findings respondents agreed that Inadequacy of information systems used to monitor strategy Formulation; poor planning; Lack of support and Poor coordination, and poor communication was a Challenges of Strategy Formulation on the growth of training institutions as indicated by a mean of 4.11, 4.04, 3.78, 3.78 and 3.63 respectively. These findings were in agreement with findings by Njoroge (2013) who found out that there is positive relationship between Strategic Management practices and the growth of training institutions in Machakos County.

#### **4.3.2 Strategy implementation**

The second objective for this study was to investigate the effect of strategy implementation on the growth of the training institutions in Machakos County. The researcher sought to establish the respondent's opinion on whether strategy implementation affect the growth of the training institutions in Machakos County.

The results were presented in Table 4.4.

**Table 4. 4: Strategy implementation on the growth of the training institutions**

|   | Strongly<br>% | Agree<br>% | Neutral<br>% | Disagree<br>% | Strongly<br>% | Mean |
|---|---------------|------------|--------------|---------------|---------------|------|
| Within set Budget                               | 54.3          | 32         | 4            | 6             | 3.5           | 3    |
| Stake holder satisfaction and accountabilities. | 39            | 41         | 8            | 10            | 2             | 3    |
| In terms of timeliness                          | 45.1          | 38.6       | 8.3          | 6             | 2             | 4    |
| Coordination and sharing of responsibilities    | 30.7          | 33         | 14.2         | 18            | 4.1           | 4    |

According to the findings, 54.3% of the respondents strongly agreed; 32% agreed; 4% were neutral; 6.2% disagreed; 3.5% strongly disagreed that strategy implementation is set within the budget; 39% of the respondents strongly agreed that strategy implementation affects Stake holder satisfaction and accountabilities ; 41% agreed; 8% were neutral; 10% disagreed; while 2% strongly disagreed.

Majority 45.1% of the respondent strongly agreed that the strategy should be implemented with set timeliness 38.6% agreed; 8.3% were neutral; 6% disagreed while 2% strongly disagreed and 30.7% strongly agreed that coordination and sharing of responsibilities positively affects strategy implementation on the growth of the training institutions in Machakos County 33% agreed; 14.2% were neutral; 18% disagreed while 4.1% strongly disagreed as indicated by the mean 3.8, 3.5, 4.1, and 4.0 respectively.

These findings relate with the literature review where Quinn, (2008) indicated that Strategic implementation includes distribution and administration of adequate assets (money related, staff, time and innovation bolster), building up a levels of leadership or some elective structure, (for example, cross practical groups), relegating duty of particular assignments or procedures to particular people or gatherings, it likewise includes dealing with the procedure. This demonstrates that strategy implementation factors to a large extent affect the growth of the training institutions in Machakos County.

#### **4.3.2.1 Challenges of Strategy Implementation**

The study sought to find out Level of agreement with statements regarding the Challenges of Strategy Implementation on the growth of training institutions in Machakos County. The respondents were therefore presented with statements which they were required to rate. As shown in table 4.5 below.

#### **Table 4. 5: Challenges of Strategy Implementation**

|  | Strongly agree | Agree | Neutral | Disagree | Strongly disagree | Mean |
|--|----------------|-------|---------|----------|-------------------|------|
|  | %              | %     | %       | %        | %                 |      |
| Leadership style                         | 23             | 3.7   | 22      | 51       | 22                | 3.93 |
| Uncertainty and organizational structure | 18             | 19    | 7.4     | 48       | 44                | 4.37 |
| Information availability and accuracy    | 13             | 3.7   | 33      | 33       | 29                | 3.89 |
| Poor Organization Structure              | 14             | 11    | 29      | 29       | 29                | 3.78 |

The study sought to find out the level of agreement with statements regarding the Challenges of Strategy Implementation on the growth of training institutions in Machakos County. From the findings respondents agreed to the statement that Leadership style; Uncertainty and organizational structure; Information availability and accuracy; and Poor Organization Structure as indicated by a mean of 4.37, 3.93, 3.89 and 3.78 respectively. These findings concur with findings by rutere (2012) who found that there are many Challenges of Strategy Implementation include poor coordination, poor correspondence, vague vital goals, clashing needs, ignorance or misconception of the procedure, unaligned authoritative frameworks and assets, contending exercises and wild natural variables.

#### 4.3.3 Strategy evaluation

**Table 4. 6: Strategy evaluation and growth of training institutions**

|   | Strongly agree | Agree | Neutral | Disagree | Strongly disagree | Mean |
|---|----------------|-------|---------|----------|-------------------|------|
|   | %              | %     | %       | %        | %                 |      |
| Control processes   | 55             | 22    | 14      | 5.2      | 4.0               | 3.7  |
| Continuously review   | 14             | 3     | 21      | 45       | 17                | 3.9  |
| Providing useful and timely information:                      | 2.5            | 6.1   | 4.1     | 22       | 65.3              | 4.3  |
| Strategy-evaluation system should be elaborative and detailed | 14.3           | 4.1   | 18      | 34       | 28                | 3.6  |

According to the findings, 55% of respondents strongly agreed to the statement that Control processes as strategy evaluation affects growth of training institutions in Machakos County 22% agreed; 14% were neutral 5.2% disagreed; and 4.0% strongly disagreed. Majority of the respondents 45% disagreed that continuously review as a strategy evaluation affects growth of training institutions in Machakos County 14% strongly agreed; 3% agreed; 21% were neutral and 17% strongly disagreed. 65.3% strongly disagreed that Providing useful and timely information affects growth of training institutions 2.5% strongly agreed; 6.1% agreed; 4.1% were neutral; and 22% disagreed; as shown by a mean of 3.7, 3.9, 4.3, and 3.6 respectively.

These findings collate with the literature review where Johnson & Scholes, (2013), found that Strategic evaluation involves not only evaluating strategy for deviations from intended course but also for flexibility towards responding to the new challenges and determining the effectiveness and the pace of the implementation.

#### 4.3.3.1 Challenges of Strategy evaluation

**Table 4. 7: Challenges of Strategy evaluation and growth of training institutions**

| Challenges of Strategy evaluation       |                |       |         |          |                   |      |
|---|----------------|-------|---------|----------|-------------------|------|
|   | Strongly agree | Agree | Neutral | Disagree | Strongly disagree | Mean |
|   | %              | %     | %       | %        | %                 |      |
| Lack of resources                       | 30             | 20    | 25      | 37       | 37                | 3.7  |
| Employee resistance                     | 38             | 7.4   | 29      | 14       | 48                | 3.9  |
| Unclear strategy evaluation process:    | 31             | 11    | 29      | 29       | 29                | 4.3  |
| Keeping track of progress of activities | 3.7            | 7.4   | 22      | 40       | 25                | 3.6  |

From the findings respondents agreed that Lack of resources; Employee resistance; Unclear strategy evaluation process and Keeping track of progress of activities are the Challenges of Strategy evaluation and growth of training institutions in Machakos County as indicated by a mean of 3.7, 3.9, 4.3, and 3.6 respectively. These findings were in agreement with findings by Njoroge (2013) who found out that there is positive relationship between Challenges of Strategy evaluation and growth of training institutions.

#### 4.4.4 Growth of training institutions

**Table 4. 8: Growth of training institutions in Machakos County.**



|  | Strongly<br>Agree | Agree | No effect | Disagree | Strongly<br>Disagree | Mean |
|--|-------------------|-------|-----------|----------|----------------------|------|
| Staff have a clear understanding of the quality and quantity of work expected from them                        | 21                | 30.1  | 17.2      | 17.1     | 14.1                 | 3.8  |
| Teaching staff performance contributes to the overall Growth of the training institutions                      | 33.7              | 29.5  | 14.3      | 14.4     | 8.1                  | 4.3  |
| One of the most frequently used tools to improve growth of the institutions is the quality of training offered | 25                | 64.6  | 4         | 3.4      | 3                    | 4.2  |
| Board of Management participation in decision increases Growth of the training institutions                    | 30.8              | 41    | 14.9      | 9.2      | 4.1                  | 4.1  |

According to the findings, 30.1% of respondents agreed that Staff have a clear understanding of the quality and quantity of work expected from them; 21% strongly agreed; 17.2% were neutral; 17.1% disagreed while 14.1% strongly disagreed. On the statement regarding teaching staff performance contributes to the

overall Growth of the training institutions 33.7% of majority strongly agreed; 29.5% agreed; 14.4% disagreed;14.3% were neutral and 8.1% strongly disagreed; On the statement regarding One of the most frequently used tools to improve growth of the institutions is the quality of training offered majority of the respondent with 64.6% agreed; 25% strongly agreed; 4% were neutral; 3.4% disagreed; while 3% strongly disagreed; Board of Management participation in decision increases Growth of the training institutions 30.8% strongly agreed; 41% agreed; 14.9% were neutral; 4.9% disagreed and 4.1% strongly disagreed; as shown by mean of 3.8, 4.3, 4.2, and 4.1 respectively. These findings relate with the literature review where Becker, Antuar & Everett, (2011) notes that growth of the training institutions depends on the quality of the training factors which are strategy implementation, remuneration, leadership style, career advancement and goal setting.

#### **4.5 Regression analysis**

The linear regression analysis models the linear relationship between the dependent variable which is growth of training institutions in Machakos County.and the independent variables which are strategy formulation, strategy implementation, and strategy evaluation. The coefficient of determination  $R^2$  and correlation coefficient (r) show the degree of association between the Variables and growth of the training institutions in Machakos County. The results of the linear regression indicate that  $R^2=.955$  and  $R=.975$  this is an indication that there is a strong relationship between strategy formulation, strategy implementation, strategy evaluation and the growth of the training institutions.

**Table 4. 9: Model Summary**

| Model | R    | R Square |
|-------|------|----------|
| 1     | .975 | .955     |

**Table 4. 10: ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | Df  | Mean Square | F       | Sig.              |
|-------|------------|----------------|-----|-------------|---------|-------------------|
|       | Regression | 494.594        | 18  | 123.648     | 362.058 | .000 <sup>b</sup> |
| 1     | Residual   | 28.687         | 174 | .342        |         |                   |
|       | Total      | 523.281        | 192 |             |         |                   |

a. Dependent Variable: Growth of the training institutions

Table 4.10 indicates that P value = 0.000 which is less than 5%. This shows that the overall model is significant. It further implies that strategy formulation, strategy implementation, and strategy evaluation have a significant influence on the growth of the training institutions in Machakos County.

**Table 4. 11: Multiple Regression Analysis**

| Model                   | Unstandardized Coefficients | Standardized Coefficients | t     | Sig.  |
|-------------------------|-----------------------------|---------------------------|-------|-------|
|                         | B                           | Beta                      |       |       |
| 1 (Constant)            | 2.962                       |                           | 0.168 | 0.867 |
| Strategy formulation    | 0.873                       | 0.071                     | 1.849 | 0.056 |
| Strategy Implementation | 0.581                       | 0.008                     | 1.210 | 0.004 |
| Strategy evaluation     | 0.713                       | 0.213                     | 4.141 | 0.000 |

a. Dependent Variable: Growth of the training institutions in Machakos County

The researcher conducted a multiple regression analysis so as to determine the relationship between y and the four variables. As per the SPSS generated table 4.10, the equation

$(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon)$  becomes:

$$Y = 2.962 + 0.873X_1 + 0.581X_2 + 0.713X_3 + \epsilon$$

Where Y is the dependent variable (growth of the training institutions in Machakos County),  $X_1$  is the strategy formulation variable,  $X_2$  is strategy implementation,  $X_3$  and strategy evaluation variable.

According to the regression equation established, taking all factors into account (strategy formulation variable, strategy implementation, and strategy evaluation) constant at zero, growth of the training institutions in Machakos County will be 2.962. The data findings analyzed also show that taking all other independent

variables at zero, a unit increase in strategy formulation will lead to a 0.873 increase in growth of training institutions in Machakos County; a unit increase in strategy implementation will lead to a 0.581 increase in growth of training institutions in Machakos County, a unit increase in strategy evaluation will lead to a 0.713 increase in growth of the training institutions in Machakos County. This infers that strategy formulation contribute more to the growth of the training institutions in Machakos County followed by strategy evaluation.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

The chapter provides the summary of the findings from chapter four, and it also gives the conclusions and recommendations of the study based on the objectives of the study. The objective of this study was to investigate the Strategic Management practices affecting the growth of training institutions in Machakos County

### **5.2 Summary of the Findings**

#### **5.2.1 Strategy formulation**

According to the findings, 50% of the respondents strongly agreed; 34.1% agreed; 7.1% disagreed; 1.6% strongly disagreed. 43.7% Majority of the respondents strongly agreed that their institutions follows Situational Analysis procedure in strategy formulation 19.5% agreed 14.3% were neutral 18.4% disagreed while 4.1% strongly disagreed on statement regarding Self evaluation 74.6% agreed; 15% strongly agreed; 6% were neutral; 2.4% disagree; 2% strongly disagreed on Competitor analysis as a procedure in strategy formulation 40.8% of the respondent strongly agreed; 31%

agreed; 15.9% were neutral 8.2% disagreed while 4.1% strongly disagreed and On statement regarding Micro and Macro environment as a procedure in strategy formulation of 26.5% were neutral; . 22.1% strongly agreed; 33% agreed; 8.2% disagreed while 10.2% strongly disagreed. as shown by mean of 3.5, 4.4, 4.4, and 4.1 respectively.

### **5.2.2 Strategy implementation**

According to the findings, 54.3% of the respondents strongly agreed; 32% agreed; 4% were neutral; 6.2% disagreed; 3.5% strongly disagreed that strategy implementation is set within the budget; 39% of the respondents strongly agreed that strategy implementation affects Stake holder satisfaction and accountabilities ; 41% agreed; 8% were neutral; 10% disagreed; while 2% strongly disagreed. Majority 45.1% of the respondent strongly agreed that the strategy should be implemented with set timeliness 38.6% agreed; 8.3% were neutral; 6% disagreed while 2% strongly disagreed and 30.7% strongly agreed that coordination and sharing of responsibilities positively affects strategy implementation on the growth of the training institutions in Machakos County 33% agreed; 14.2% were neutral; 18% disagreed while 4.1% strongly disagreed as indicated by the mean 3.8, 3.5, 4.1, and 4.0 respectively.

### **5.2.3 Strategy evaluation**

According to the findings, 55% of respondents strongly agreed to the statement that Control processes as strategy evaluation affects growth of training institutions in Machakos County 22% agreed; 14% were neutral 5.2% disagreed; and 4.0% strongly disagreed. Majority of the respondents 45% disagreed that continuously review as a strategy evaluation affects growth of training institutions in Machakos County 14% strongly agreed; 3% agreed; 21% were neutral and 17% strongly disagreed. 65.3% strongly disagreed that Providing useful and timely information affects growth of training institutions 2.5% strongly agreed; 6.1% agreed; 4.1% were neutral; and 22% disagreed; as shown by a mean of 3.7, 3.9, 4.3, and 3.6 respectively.

### **5.3 Conclusion**

Based on the findings, on strategy formulation it can be concluded that strategy formulation should be well developed for it to work very well. To permit this huge success, training institutions management should establish a really complete strategy that is carefully formulated in order to achieve the objectives and goals of the institution and hierarchy of the strategy is a part of the strategy formulation.

The study established that majority of the training institutions in Machakos County had a strategic formulation and that nearly all the firms had a mission and vision statements, institutional goals and procedures on policy development in their strategic formulation. Additionally, the study findings revealed that majority of the training institutions in Machakos County reviewed their strategic formulation within a short interval of time of 1-3 years. As such, the findings revealed that Principals,



and Teaching staff were the mostly involved in strategy formulation with the assistance of board of management. Further, majority of the respondents indicated that strategic formulation influence Principals, and Teaching staff. Variables testing established that strategy formulation has significant influence on the Principals, and Teaching staff.

From the findings of this study the researcher concluded that Strategic Management practices affects the growth of training institutions in Machakos County. This is because every institution has some systems or internal processes to support and implement the strategy and run day-to-day affairs. This implies that there is a strong positive correlation between strategic management practices and strategy implementation.

The study findings established that most training institutions in Machakos County implement strategies as planned. Additionally, on average the study findings revealed that most of the training institutions in Machakos County implemented their short-term goals within 3 months. Principals, and Teaching staff were found to be the most responsible for strategy implementation. The results established that strategy implementation influences growth of the training institutions in Machakos County. Variables testing revealed that strategy implementation has significant influence on the growth of the training institutions in Machakos County.

All respondents indicated that their training institutions conducted a strategy evaluation hence 100% response rate, and on another question 77.27% of the respondents agreed that strategy evaluation influenced the growth of training

institutions in Machakos County while 22.73% had no idea on. Therefore, strategy evaluation influenced the growth of training institutions in Machakos County.

#### **5.4 Recommendations**

The Strategic Management practices in the training institutions has influenced positively implementation of the strategy. It is therefore recommended that the management of training institution should make an effort to improve further on this variable in order to raise the level of performance of training institutions. In addition, training institutions which are implementing their strategic formulation should develop effective strategic communication in order to attain their objectives. The training institutions should also give more attention to enhancement of teamwork and human resource management.

Additionally, more effort should be made to improve procedures guiding strategy implementation process. It is also recommended that training institutions which are implementing their strategies should have effective strategic capability in terms of human resources, organizational culture and policies. The training institutions should improve on its ability to respond to major changes in the external environment and allocating resources to new strategy. Training institutions in Kenya should consider strategic flexibility during the strategy formulation, implementation and evaluation to ensure that they achieve the growth of the training institutions in Machakos County.

## 5.5 Recommendations for Further Research

This study is a millstone for future research in this area, particularly in Kenya. The findings emphasize on the Strategic Management practices affecting the growth of training institutions in Machakos County which comprise of strategy formulation, strategy implementation, and strategy evaluation. Available literature indicates that as a future avenue of research there is need to carry out similar research on the Strategic Management practices affecting the growth in the other sectors and countries in order to establish whether there is link between the Strategic Management practices on growth and those factors.

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## **APPENDECIES**

### **Appendix i: Questionnaire**

#### **(A) Strategy formulation**



**My Institution follows the following procedure in strategy formulation**

1. Using the scale shown below, rate your level of agreement (or disagreement) with respect to the following aspects of strategy formulation as applied by your organization. Use a tick (☑) to indicate your choice.

|                             |                             | <b>Strongly agree<br/>(5)</b> | <b>Agree<br/>(4)</b>     | <b>Undecided<br/>(3)</b> | <b>Disagree<br/>(2)</b>  | <b>Strongly Disagree<br/>(1)</b> |
|-----------------------------|-----------------------------|-------------------------------|--------------------------|--------------------------|--------------------------|----------------------------------|
| <b>Strategy Formulation</b> |                             |                               |                          |                          |                          |                                  |
| 1                           | Situational Analysis        | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         |
| 2                           | Self evaluation             | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         |
| 3                           | Competitor analysis         | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         |
| 4                           | Micro and Macro environment | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         |

**The following are the outputs of strategic formulation process**

2. Using the scale shown below, rate your level of agreement (or disagreement) with respect to the following aspects of strategic formulation process as applied by your organization. Use a tick (☑) to indicate your choice.

|                                      |            | <b>Strongly agree<br/>(5)</b> | <b>Agree<br/>(4)</b>     | <b>Undecided<br/>(3)</b> | <b>Disagree<br/>(2)</b>  | <b>Strongly Disagree<br/>(1)</b> |
|--------------------------------------|------------|-------------------------------|--------------------------|--------------------------|--------------------------|----------------------------------|
| <b>Strategic formulation process</b> |            |                               |                          |                          |                          |                                  |
| 1                                    | Strategy   | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         |
| 2                                    | Vision     | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         |
| 3                                    | Vission    | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         |
| 4                                    | Objectives | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         |

**The following are the Challenges of Strategy Formulation**

3. Using the scale shown below, rate your level of agreement (or disagreement) with respect to the following Challenges of Strategy Formulation. Use a tick (☑) to indicate your choice.

|   |  | <b>Strongly agree<br/>(5)</b> | <b>Agree<br/>(4)</b> | <b>Undecided<br/>(3)</b> | <b>Disagree<br/>(2)</b> | <b>Strongly Disagree<br/>(1)</b> |
|---|--|-------------------------------|----------------------|--------------------------|-------------------------|----------------------------------|
| <b>Challenges of Strategy Formulation</b> |  |                               |                      |                          |                         |                                  |

|   |  |                          |                          |                          |                          |                          |
|---|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1 | Inadequacy of information systems used to monitor strategy Formulation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2 | poor planning  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3 | lack of support  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4 | Poor coordination, and poor communication,                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Solution to apply to solve challenge of strategy formulation**

.....  
 .....  
 .....

**Define recommendation**

**(B) Strategy implementation**

**My Institution follows the following procedure in strategy implementation**

4. Using the scale shown below, rate your level of agreement (or disagreement) with respect to the following aspects of strategy implementation as applied by your organization. Use a tick (☑) to indicate your choice.

|   |  | <b>Strongly agree (5)</b> | <b>Agree (4)</b>         | <b>Undecided (3)</b>     | <b>Disagree (2)</b>      | <b>Strongly Disagree (1)</b> |
|---|--|---------------------------|--------------------------|--------------------------|--------------------------|------------------------------|
|   | <b>Strategy implementation</b>                 |                           |                          |                          |                          |                              |
| 1 | Within set Beget                               | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>     |
| 2 | stake holder satisfaction and accountabilities | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>     |
| 3 | In terms of timeliness                         | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>     |
| 4 | coordination and sharing of responsibilities   | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>     |

**The following are the outputs of strategic Implementation process**

5. Using the scale shown below, rate your level of agreement (or disagreement) with respect to the following aspects of strategic implementation process as applied by your organization. Use a tick (☑) to indicate your choice.

|   |                              | <b>Strongly agree<br/>(5)</b> | <b>Agree<br/>(4)</b>     | <b>Undecided<br/>(3)</b> | <b>Disagree<br/>(2)</b>  | <b>Strongly Disagree<br/>(1)</b> |
|---|------------------------------|-------------------------------|--------------------------|--------------------------|--------------------------|----------------------------------|
| <b>Strategic implementation process</b> |                              |                               |                          |                          |                          |                                  |
| 1                                       | Strategy implementation plan | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         |
| 2                                       | Accountabilities             | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         |
| 3                                       | Deadlines and ownership      | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         |
| 4                                       | Monitoring system            | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         |

**The following are the Challenges of Strategy Implementation**

6. Using the scale shown below, rate your level of agreement (or disagreement) with respect to the following Challenges of Strategy Formulation. Use a tick (☑) to indicate your choice.

|   |  | <b>Strongly agree<br/>(5)</b> | <b>Agree<br/>(4)</b>     | <b>Undecided<br/>(3)</b> | <b>Disagree<br/>(2)</b>  | <b>Strongly Disagree<br/>(1)</b> |
|---|--|-------------------------------|--------------------------|--------------------------|--------------------------|----------------------------------|
| <b>Challenges of Strategy Formulation</b> |  |                               |                          |                          |                          |                                  |
| 1   | Leadership style                         | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         |
| 2   | Uncertainty and organizational structure | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         |
| 3   | Information availability and accuracy    | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         |
| 4   | Poor Organization Structure              | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         |

**Solution to apply to solve challenge of strategy implementation**

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**(C) Strategy evaluation**

**My Institution follows the following procedure in strategy evaluation**

7. Using the scale shown below, rate your level of agreement (or disagreement) with respect to the following aspects of strategy evaluation as applied by your organization. Use a tick (☑) to indicate your choice.

|   |   | <b>Strongly agree<br/>(5)</b> | <b>Agree<br/>(4)</b>     | <b>Undecided<br/>(3)</b> | <b>Disagree<br/>(2)</b>  | <b>Strongly Disagree<br/>(1)</b> |
|---|---|-------------------------------|--------------------------|--------------------------|--------------------------|----------------------------------|
|   | Strategy evaluation   |                               |                          |                          |                          |                                  |
| 1 | Control processes   | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         |
| 2 | Continuously review   | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         |
| 3 | Providing useful and timely information:                      | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         |
| 4 | strategy-evaluation system should be elaborative and detailed | <input type="checkbox"/>      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         |

**The following are the outputs of strategic evaluation process**

8. Using the scale shown below, rate your level of agreement (or disagreement) with respect to the following aspects of strategic evaluation process as applied by your organization. Use a tick (☑) to indicate your choice.

|  |  | <b>Strongly agree<br/>(5)</b> | <b>Agree<br/>(4)</b> | <b>Undecided<br/>(3)</b> | <b>Disagree<br/>(2)</b> | <b>Strongly Disagree<br/>(1)</b> |
|--|--|-------------------------------|----------------------|--------------------------|-------------------------|----------------------------------|
|  |  |                               |                      |                          |                         |                                  |

| <b>Strategic evaluation</b> |   |                          |                          |                          |                          |                          |
|-----------------------------|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1                           | Stakeholders and client satisfaction          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2                           | High performance                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3                           | Less school unrest during the school calendar | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4                           | Effectiveness and efficiency                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5                           | Transparency and credibility                  |                          |                          |                          |                          |                          |

**The following are the Challenges of Strategy evaluation**

9. Using the scale shown below, rate your level of agreement (or disagreement) with respect to the following Challenges of Strategy evaluation. Use a tick (☑) to indicate your choice.

|  |   | <b>Strongly agree (5)</b> | <b>Agree (4)</b>         | <b>Undecided (3)</b>     | <b>Disagree (2)</b>      | <b>Strongly Disagree (1)</b> |
|--|---|---------------------------|--------------------------|--------------------------|--------------------------|------------------------------|
| <b>Challenges of Strategy Evaluation</b> |   |                           |                          |                          |                          |                              |
| 1  | Lack of resources                       | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>     |
| 2  | Employee resistance                     | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>     |
| 3  | Unclear strategy evaluation process     | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>     |
| 4  | Keeping track of progress of activities | <input type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>     |

**Solution to apply to solve challenge of strategy evaluation**

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**THANK YOU FOR YOUR COPERATION!!!!!!**



## Appendix ii: Interview Guide

The purpose of the questionnaire is to explore the Strategic Management practices affecting the growth of training institutions in Machakos County. Please answer the questions by writing a brief note in the blank spaces provided.

**NOTE:**

1. **All your responses will be handled in most strict confidence**
2. **In case you need a copy of the findings, give your name or address or email anywhere in this questionnaire.**

EMAIL..... PHONE.....

.....

WEBSITEADDRESS.....

.....

1) Please Briefly explain What is Strategic Management?

.....

.....

.....

..... Using examples what are some of strategic management practices implemented in your institution?

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.....

.....

.....

2) Do the institution stakeholders get satisfied with the way strategic management practices are implemented in your institution?

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3) As Board of Management what are the challenges do you encounter in the process of implementing strategic management practices? Please explain your answer

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4) Based on the experience what are the importance of having strategic management practices implemented in training institutions? Kindly explain.

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5) Do you think there is something special which draws training institutions to have strategic management practices implemented in their training institutions? Kindly explain your answer.



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6) What are strategic management practices affecting growth of training institutions to you? Please explain your answer.

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7) Do the Machakos county training institutions value the importance of strategic management practices? Yes or No Please explain your answer?

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.....

8) How can you rate the growth of Machakos county training institutions Kindly explain your rating.

.....  
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9) What are some of recommendation you can offer in improving the growth of training institutions? Please explain your answer.

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.....

**THANK YOU FOR YOUR COPERATIO**

**Appendix iii - Research Budget**

| <b>MATERIALS/SERVICES</b>                                     | <b>AMOUNT (KSHS)</b> |
|---|----------------------|
| Literature review and collection of secondary data            | 8,000                |
| Copying and binding proposal                                  | 7,500                |
| Data collection – transport and subsistence                   | 14,000               |
| Typing, editing and copies of research report for examination | 6,000                |
| Collection of final project making copies and submission      | 6,500                |
| Miscellaneous expenses  | 2,000                |
| <b>TOTAL</b>  | <b>44,000</b>        |

#### **Appendix iv - Work Plan**

| <b>ACTIVITY</b>                                    | <b>PERIOD</b>                |
|--|------------------------------|
| Writing research proposal                          | May – September, 2016        |
| Proposal submission                                | First week of October, 2016  |
| Data collection                                    | October, 2016                |
| Data analysis                                      | November 2016                |
| Research report writing                            | November, 2016               |
| Submission of 1 <sup>st</sup> draft to supervisors | First week of December, 2016 |
| Submission of project for Examination              | December, 2016               |



### **Appendix v List of Colleges in Machakos County**

| <b>Institution Name</b>                          | <b>Campuses</b> | <b>Category</b> |
|--|-----------------|-----------------|
| 1. Century Park College                          | Machakos        | College         |
| 2. Technical development center                  | Athi River      | College         |
| 3. Kenya Medical Training College                | Machakos        | College         |
| 4. Machakos Institutions of Technology           | Machakos        | College         |
| 5. Machakos teachers College                     | Main            | College         |
| 6. Eastern intergrated college                   | Mitamboni       | College         |
| 7. Baraka technical College                      | Matuu           | College         |
| 8. St John Teachers Training college             | Kilimambogo     | College         |
| 9. Sunrise Teachers Training                     | Athiriver       | College         |
| 10. Rural Aid Kenya training                     | Athiriver       | College         |
| 11. Eastern Intergreted College                  | Mitamboni       | College         |
| 12. Masii ECD Training College                   | Masii           | College         |
| 13. Machakos School of Blind                     | Machakos        | College         |
| 14. Machakos Institute of Development<br>Studies | Machakos        | College         |