Effects of Strategic Planning On the Effective Management of Tertiary Institutions in Nigeria. A Study of Selected Tertiary Institutions in Imo State, Nigeria.

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Abstract:

This paper centers on the effects of strategic planning on the effective management of tertiary institutions in Nigeria, a study of selected tertiary institutions in Imo State Nigeria. The study covered three tertiary institutions in Imo State namely; Federal University of Technology, Alvan Ikoku Federal College of Education and Imo State University, all in Owerri. Three research questions were raised as a guide to this study while data generated through the questionnaire were analyzed using Non-parametric Kruskal Wallis test. The statistical software package known as MINITAB 15.0 versions was used for the analysis of the data gathered. The normality of the data was checked using the kolmogorov test. The use of Bartlet's test of homogeneity of variance shows variation in the data, and the test for normality assumption rejected the null hypotheses which lead to the use of Non-Parametric methods. The major findings reveal the following: Strategic planning has a significant effect on the

management of finances in Nigerian tertiary institutions, Strategic planning has a significant effect on the management of human resources in Nigerian tertiary institutions, and Strategic planning has significant effects on the management of student affairs in Nigerian tertiary institutions.

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Key words: *Strategic Planning, Tertiary Institutions, Management, Education Sector, financial, human resources, student affairs.*

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1.   Introduction

The world today is rapidly driving towards knowledge based economy, and the advent and massive adoption of information communication technology into all facets of life have hastened integration of the world economy, bringing sweeping changes to all sectors of the economy, and the education sub-sector is not insulated from this massive effects. The tertiary education sub-sector in Nigeria today does not only operate as a social service center but profit driven organizations, since they are expected to generate revenue with which they are partly funded. The deregulation of the education sector have seen to it that private universities, polytechnics, colleges of education vocational study centers are licensed by the federal government through the ministry of education to operate. This have broken the monopoly earlier enjoyed by public tertiary institutions and have deepened competition in the sector. Moreover, economic crunch which have led to the education sector and indeed tertiary institutions in Nigeria receive a meager share of federal government allocation emphasizes the need for administrators of tertiary institutions to develop and adopt administrative models that can help them forecast the future, take advantage of the opportunities it provides while minimizing to the barest minimum the challenges it holds. This makes strategic planning a significant aspect of today's tertiary institution management. Strategic planning as a concept is commonly researched in business and management literatures; this may not be unconnected with the complex and dynamic nature of business environment. Again, been a profit oriented field, the presence of risk makes strategic planning a natural part of business research. However, the

same may not be said of the education sector in Nigeria. Though there is competition, the number of JAMB applicants and the carrying capacity of tertiary institutions in Nigeria as published by the joint admission and matriculation board (JAMB) annually suggest that the tertiary institutions do not have the capacity to admit all the successful candidates in the exam. One can therefore deduce from this scenario that the competition rate is at its minimal. Whether private or public which defines its core objective as either profit or social service driven, there are operational and environmental challenges that makes strategic planning imperative.

In its meaning, Strategic Planning is seen by Smith, (1990) in the broadest sense of deciding in advance what you intend to do and how you intend to do it, is not, of course, just a business activity. Differentiating strategic planning from tactical planning, Akanwa et al (2006) posits that tactical planning is short-term and is chiefly concerned with functional planning (that is department) while strategic planning is long-term and also the prerogative of top management. They assert that strategic planning must cover all aspects of the organization's activity. Robson, (1994) asserts that Strategic planning can be defined as the process of developing and maintaining consistency between the organization's objectives and resources and its

changing opportunities. The explanations above give credence to the argument that strategic planning is not a function for profit oriented institutions alone but can be explored by public tertiary institutions that are social service driven to ensure effective management. Management has been an applied field of study that cut across all forms of organizations. One can therefore deduce that tertiary educational institutions management refers to the application of theory and practice of management to the field of education or educational institutions. The same concept applies to education administration.

Hayder and Atuner (2013) in discussing school management asserts that the schools are open systems. As with any other system, the school system also has inputs, processes, outputs, feedback, and there are sub-systems interact with its environment. If we consider "process", one of the subsystems, we can encounter its sub-systems which are based on four basis in cycle; these are management, education, cultural, and politics. According to Okumbe (1999), school administration is a process of acquiring and allocating resources for the achievement of predetermined educational goals. School administration is the operation and management of learning institutions such as public schools, child care centers, colleges and universities. From small preschools to prestigious universities, educational administrators manage organizational structure, administrative processes and educational programming. Because it involves children, educational administration

contains a wide range of ethical standards and customary practices.

In conducting this study, the researchers recognized three key dimensions of school management which include: school finance, human resources and student affairs management.

2. Statement of Problems

Owing to the dwindling fund allocations to the education sector in Nigeria by the federal government, the effective management and indeed performance of these tertiary institutions among other thing is contingent on the ability of the administrators to develop alternative sources of funding and internal financial discipline. Where there is no Instituted System of generating revenue from diverse sources, and when financial discipline is lacking, financial recklessness will become the order of the day and this will definitely affect the financial management of the institution negatively. Again, poor strategic planning and implementation leads to management failure, since the management may not be able to meet its financial responsibilities to the various internal stakeholders (academic and non-academic staff, the students), and the external stakeholders (the government and the society at large). This has often resulted to worker's strike, operational inefficiency, poor facilities and student's disenchantment. The problems identified above may have led to the poor ranking of Nigerian tertiary institutions in global rankings. The

problem for this study therefore is to investigate the effects of strategic planning in the effective management of tertiary institutions in Nigeria, a study of selected private tertiary institutions in Imo State Nigeria.

3. Objectives of the Study

The general purpose of this study is to investigate the effects of strategic planning on the effective management of tertiary institutions in Nigeria. The following specific objectives shall be examined.

1. Examine the effects of strategic planning on the financial management in Nigerian tertiary institutions.

2. Examine the effects of strategic planning on the human resources management in Nigeria tertiary institutions.

3. Investigate the effects of strategic planning on the management of student affairs in Nigerian tertiary institutions

4. Research Questions

The following research questions are raised to serve as a guide to this study.

i. What are the effects of strategic planning on the management of finances in Nigerian tertiary institutions?

ii. What are the effects of strategic planning on the human resources management in Nigerian tertiary institutions?

iii. What are the effects of strategic planning on the management of student affairs in Nigerian tertiary institutions?

5. Hypotheses

The following tentative assertions are made by the researchers for this study.

Hypothesis One

Ho: Strategic planning does not have any significant effects on the management of finances in Nigerian tertiary institutions.

Hypothesis Two

Ho: Strategic planning does not have any significant effect on the management of human resources in Nigerian tertiary institutions.

Hypothesis Three

Ho: Strategic planning does not have any significant effect on the management of student affairs in Nigerian tertiary institutions.

6. LITERATURE REVIEW

In this section of this study, attempt was made by the researchers to review the contributions of different authorities in this field of study.

6.1 MEANINGS/DEFINITIONS OF CONCEPTS

William (1988) says that "strategic planning is aimed at total concentration of the organization's resources on mutually predetermined measurable outcomes. According to ericdigests, (2005) Strategic planning is a management tool. As with any management tool, it is used for one purpose

only: to help an organization do a better job - to focus its energy, to ensure that members of the organization are working toward the same goals, to assess and adjust the organization's direction in response to a changing environment. In short, strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future. According to Wikipedia (2005) strategic planning suggests ways (strategies) to identify and to move toward desired future states. It consists of the process of developing and implementing plans to reach goals and objectives. Strategic planning provides a framework for a management model called strategic management which is common in both public privately owned establishments. In the view of Akanwa et al (2006), strategic planning is the process of identifying organizational objectives and the actions needed to achieve those objectives. They averred that strategic planning involves such areas as finance, marketing and human resources and to determine the capacities of the organization to meet its objectives. Citing the work of Mondy and Premeaux (1993), Agulanna and Madu (2003) defined strategic planning as the process by which top management determines overall organizational purposes and objectives and how they are to be achieved.

6.2 BENEFITS OF STRATEGIC PLANNING

Strategic planning serves a variety of purposes in organization, including to clearly define the purpose of the organization and to establish realistic goals and objectives consistent with that mission in a defined time frame within the organization's capacity for implementation.

1. Communicate those goals and objectives to the organization's constituents.

2. Develop a sense of ownership of the plan.

3. Ensure the most effective use is made of the organization's resources by focusing the resources on the key priorities.

4. Provide a base from which progress can be measured and establish a mechanism for informed change when needed.

5. Bring together of everyone's best and most reasoned efforts have important value in building a consensus about where an organization is going. Moreover many benefits of planning are patently obvious. An organization simply cannot know what it is doing and what it intend to do unless it periodically establishes and monitors its goals. Strategic planning enables people to influence the future. The very act of planning implies that organizations are more than passive pawns in the hands of socioeconomic forces. (Howel, 2005) and Ross (2005) states a list of some of the benefits that can be gained through implementing a strategic planning process:

1. Focus is placed on the important things.

2. Resources (time, talent, money) are properly allocated to those activities that provide the most benefit.

3. Prove an awareness of the changing environment as a foundation for needed change. Analyze the internal business culture and evaluate its impact on the company's performance.

4. Recognize the impact the changing business environment is having on the company and affect the needed changes in direction.

5. Become aware of the company's potentials in light of its strengths and weaknesses.

6. Identify and analyze available opportunities and potential threats.

7. May bring about a needed change of direction of the company.

8. Strategic issues can be brought up for top management review.

9. Able to set more realistic objectives that are demanding, yet attainable.

10. A need for better information for decisions making may be recognized.

11. Growth can be accelerated and improved.

12. Poor performing areas can be identified and eliminated.

13. Gain control of operational problems.

14. Develop better communications with those both inside and outside the company.

15. Provides a road map to show where the company is going and how to get there.

16. Develop better internal coordination of activities.

17. Gain a sense of security among Develop a frame of reference for budgets and short-range operating.

18. Employees that comes from better understanding of ability to adapt the changing environment of the firm.

6.3 STRATEGIC PLANNING PROCESS

Many books and articles describe how best to do strategic planning, but our purpose here is to present the fundamental steps that must be taken in the strategic planning process. Below is a brief description of the five steps in the process. These steps are a recommendation, but not the only recipe for creating a strategic plan; other sources may recommend entirely different steps or variations of these steps. However, the steps outline below describes the basic work that needs to be done and the typical products of the process. Although every strategic planning process is uniquely designed to fit the specific needs of a particular organization, every successful "model" includes most of these steps (quickMBA.com)

The organization begins by identifying its vision and mission. Once these are clearly defined, it moves on to a series of analyses, including external, internal, gap, and benchmarking, which provide a context for developing organization's strategic issues. Strategic programming follows and the organization develops specific strategies including strategic goals, action plans, and tactics. Emergent strategies evolve, challenging the intended tactics, and altering the realized strategy. Periodically, the organization evaluates its strategies and reviews its strategic plan,

considering emergent strategies and evolving changes. It usually takes several years before strategic planning becomes institutionalized and organizations learn to think strategically. The Strategic Planning Process graph at the end of this section provides a graphical representation of these steps, (Ansoff, 1994).

6.3.1 Vision and Mission: Identification of the organization's vision and mission is the first step of any strategic planning process. The organization's vision sets out the reasons for its existence and the "ideal" state that the organization aims to achieve; the mission identifies major goals and performance objectives. Both are defined within the framework of the organization's philosophy, and are used as a context for development and evaluation of intended and emergent strategies. One cannot overemphasize the importance of a clear vision and mission; none of the subsequent steps will matter if the organization is not certain where it is headed, (Mintzberg, 1996).

6.3.2 Environmental Scan: Once the vision and mission are clearly identified, the organization must analyze its external and internal environment, (Lynch,2000). The environmental scan, performed within the frameworks of the Five Forces Model and SWOT, analyzes information about organization's external environment (economic, social, demographic, political, legal, technological, and international factors), the industry, and internal organizational factors, (managementhelp.org, 2005).

6.3.3 Gap Analysis: Organizations evaluate the difference between their current position and desired future through gap analysis. As a result, an organization can develop specific strategies and allocate resources to close the gap (CSUN strategic planning leadership retreat April 1997), and achieve its desired state.

6.3.4 Benchmarking: Measuring and comparing the organization's operations, practices, and performance against others is useful for identifying "best" practices, (Mintzberg, 1994).

6.3.5 Emergent Strategies: Unpredicted and unintended events frequently occur that differ from the organization's intended strategies, and the organization must respond. Emergent strategy is "a pattern, a consistency of behavior over time," "a realized pattern [that] was not expressly intended" in the original planning of strategy. It results from a series of actions converging into a consistent pattern, (Mintzberg, 1994).

6.3.6 Evaluation of Strategy: Periodic evaluations of strategies, tactics, and action programs are essential to assessing success of the strategic planning process. It is important to measure performance at least annually (but preferably more often), to evaluate the effect of specific actions on long-term results and on the organization's vision and mission, (Rowley et al 1997).

The organization should measure current performance against previously set expectations, and consider any changes or events that may have impacted the desired course of actions

6.3.7 Review of the Strategic plan

After assessing the progress of the strategic planning process, the organization needs to review the strategic plan, make necessary changes, and adjust its course based on these evaluations. The revised plan must take into consideration emergent strategies, and changes affecting the organization's intended course, (Smith,1990).

6.4. STRATEGIC PLANNING MODELS

The following three models are a foundation upon which the subsequent strategic planning models were developed. These models were created for the business world. One of the most important benefits of these models is flexibility and adaptability. They can be used in a variety.

6.4.1 SWOT Model: SWOT analysis identifies factors that may affect desired future outcomes of the organization. The SWOT model is based on identifying the organization's internal strengths and weaknesses, and threats and opportunities of the external environment, and consequentially identifying the company's distinctive competencies and key success factors. These, along with considerations of societal and company values lead to creation, evaluation, and choice of strategy. SWOT's objective is to recommend strategies that ensure the best alignment between the external environment and internal situation (Hax and Majluf, 1996).

6.4.2 Ansoff: In Igor Ansoff's model, "strategy is designed to transform the firm from the present position to the position described by the objectives, subject to the constraints of the capabilities and the potential" of the organization. This model specifically stresses two concepts. Gap analysis is designed to evaluate the "difference (gap) between the current position of the firm and its objectives." The organization chooses the strategy that "substantially closes the gap." Synergy refers to the idea that firms must seek "product-market posture with a combined performance that is greater than the sum of its parts," more commonly known as "2+2=5" formula, (Ansoff, 1965).

6.4.3 Porter's Five Forces Model: The five forces model developed by Michael E. Porter guides theanalysis of organization's environment and the attractiveness of the industry. The five forces include the risk of new competitors entering the industry, threat of potential substitutes, the bargaining power of buyers, the bargaining power of suppliers, and degree of rivalry between the existing competitors (Porter, 1985). Environmental scan identifies external opportunities and threats, evaluates industry's overall attractiveness, and identifies factors contributing to, or taking away from, the industry attractiveness, (Hax and Majluf, 1996). Through organization's choice of strategy it can alter the impact of these forces to its advantage.

6.5 PROBLEMS FACING STRATEGIC PLANNING

Despite the benefits and advantages of strategic planning identified above, not all organizations are willing to formulate strategic plans. Thomas (1988) mentioned some barriers to strategic planning which are:

1. Complex, rapidly-changing business environments can render plans obsolete and their units.

3. Initial problems in planning often result in a negative image of planning.

4. Organizational resources may also be an obstacle to effective planning.

In the opinion of Mintzberg, (1994) Literature and research has documented extensively the possible problems that may arise during the process. Being aware of these issues and prepared to address them is essential to success: organization's strategic planning effort may fail if these potential pitfalls are ignored. Mintzberg discussed these potential pitfalls to include;

6.5.1Commitment: One of the major challenges of strategic planning is ensuring commitment at the top, because in some ways, strategic planning reduces executive decision-making power. It encourages involvement throughout the organization, and "empowers" people to make decisions within the framework defined by the strategic planning process. As a result, this shifts some of the decision making from the executive office to the participants. Commitment of the people throughout the organization "grows out of a sense of ownership of the project Mintzberg, (1994). Such commitment is essential to success. Strategic planning implies organization-wide participation, which can only be achieved if people believe that their involvement counts, and that they will benefit from the process.

6.5.2Inflexibility of plans and planning: Strategic planning might inhibit changes, and discourage the organization from considering disruptive alternatives. Planning might inhibit creativity, and "does not easily handle truly creative ideas. A conflict lies with a desire to "retain the stability that planning brings to an organization ... while enabling it to respond quickly to external changes in the environment" (Mintzberg, 1994).

6.5.3Control: Strategic planning, if misused, might become a tool for gaining control over decisions, strategies, present, future, actions, management, employees, markets, and customers (Mintzberg, 1994), rather than a comprehensive and integrated instrument for bringing the organization to its desired future.

6.5.4 Public relations: Strategic planning may be used as a tool to "impress" "influential outsiders" (Mintzberg, 1994), or to comply with requirements for strategic planning imposed from the outside, such as accreditation requirements.

6.5.5Objectivity: Strategic planning dismisses intuition and favors readily available, Interpretable "hard data" and assumes that all goals are "reconcilable in a single statement of objectives" (Mintzberg, 1994).

6.5.6Politics: Strategic planning might increase "political activity among participants" (i.e. employees and administration, or individual

participants), by increasing conflict within the organization, reinforcing a notion of centralized hierarchy, and challenging formal channels of authority (Mintzberg, 1994).

7.1   RESERCH DESIGN

The design used in this study was that of a survey design. This design was chosen because the population under study is defined and there is need to reach a sizeable portion of the population within the available time and other resources.

7.2   SOURCES OF DATA

The data used in this study were sourced from two major sources namely, primary sources includes questionnaires and interviews while the

$$T = H = \frac{12}{N(N+1)} \sum_{i=1}^{t} \frac{R_i^2}{n_i} - 3(N+1)$$

8.0 DATA PRESENTATION

This section presents and analyses the data collected for this study. The presentation and analysis are according to the research questions and hypothesis.

secondary sources includes journals, textbooks and

7.3   POPULATION OF THE STUDY

The population of interest to this study includes seventy five (75) management staff randomly selected from three tertiary institutions in Imo State, Nigeria.

7.4   METHOD OF DATA ANALYSIS

Aham (2000) defined data analysis as the conversion of raw data into usable information. To carry out the analysis of data, the researchers used the Kruskawalis non-parametric test (H) test. The statistical software (Minitab 15.0 version) was used. The kruskawalis is given as:

8.1 Research Question One

What are the effects of strategic planning on the management of finances in Nigerian tertiary institutions?

HYPOTHESIS ONE

Ho: Strategic planning does not have any significant effects on the management of finances in Nigerian tertiary institutions.

Table 1. OBSERVED FREQUENCY DISTRIBUTION FOR RESEARCH QUESTION ONE

QUESTIONS	SA	A	U	D	SD
1	6	20	23	16	10
2	15	22	9	12	17
3	26	19	8	13	9

Source: Field Survey (2014)

Kruskal-Wallis Test: TRT versus FACTOR

Kruskal-Wallis Test on TRT

FACTOR	N	Median	Ave Rank	Z
1	3	8.000	2.2	-2.53
2	3	10.000	4.8	-1.37
3	3	15.000	8.0	0.00
4	3	19.000	11.0	1.30
5	3	23.000	14.0	2.60
Overall	15		8.0	

$H = 13.36$ $DF = 4$ $P = 0.010$

$H = 13.38$ $DF = 4$ $P = 0.010$ (adjusted for ties)

Fig. 1 Normality Test Chart for Data Used in Research Question one
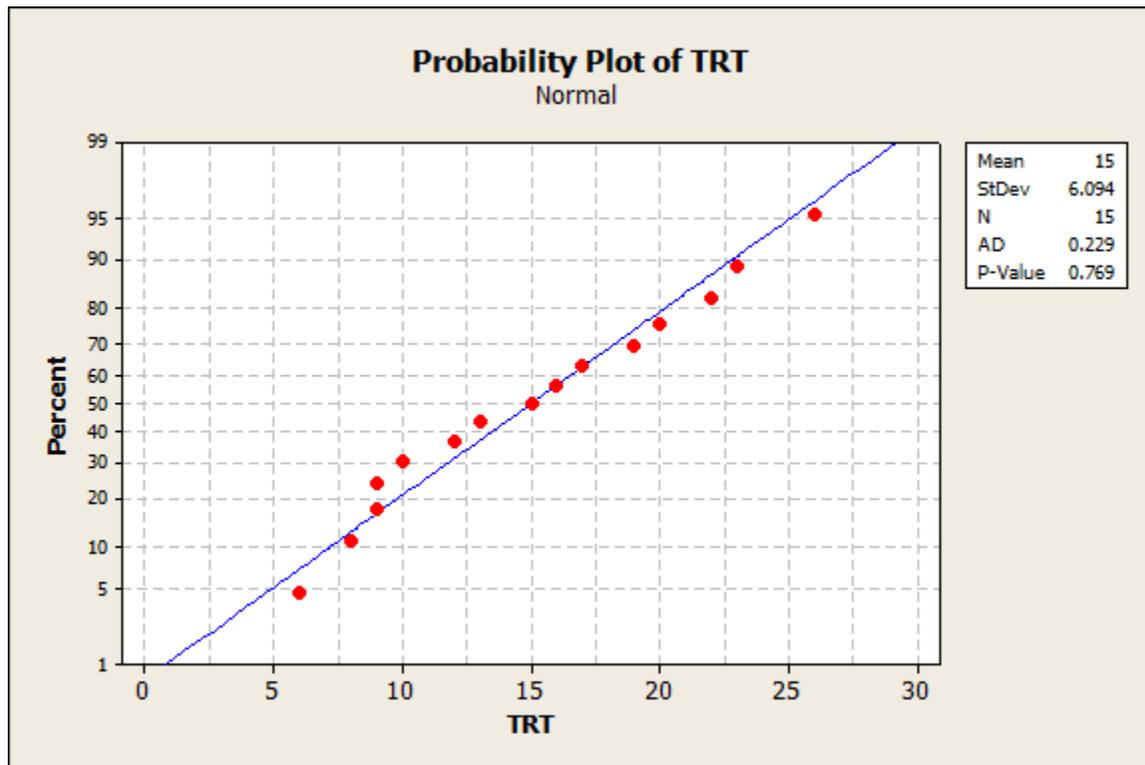
8.2 Research Question Two

What are the effects of strategic planning on the human resources management in Nigerian tertiary institutions

Table 2 *OBSERVED FREQUENCY DISTRIBUTION FOR RESEARCH QUESTION TWO*

QUESTIONS	SA	A	U	D	SD
1	20	24	11	13	7
2	17	22	10	13	13
3	15	26	11	14	9
4	16	23	14	11	8
5	18	24	13	11	9

Source: Field Survey (2014)

Hypothesis Two

Ho: Strategic planning does not have any significant effect on the management of human resources in Nigerian tertiary institutions.

Kruskal-Wallis Test: C1 versus C2

Kruskal-Wallis Test on C1

C2	N	Median	Ave Rank	Z
1	5	9.000	3.0	-3.40
2	5	11.000	8.3	-1.60
3	5	13.000	12.7	-0.10
4	6	17.500	18.5	2.10
5	4	24.000	23.5	3.11
Overall	25		13.0	

$H = 22.77$ $DF = 4$ $P = 0.000$

$H = 22.97$ $DF = 4$ $P = 0.000$ (adjusted for ties)

Fig. 2 Normality Test Chart for Data Used in Research Question Two

Probability Plot of C1 — Normal. Mean 14.88, StDev 5.502, N 25, AD 0.737, P-Value 0.048
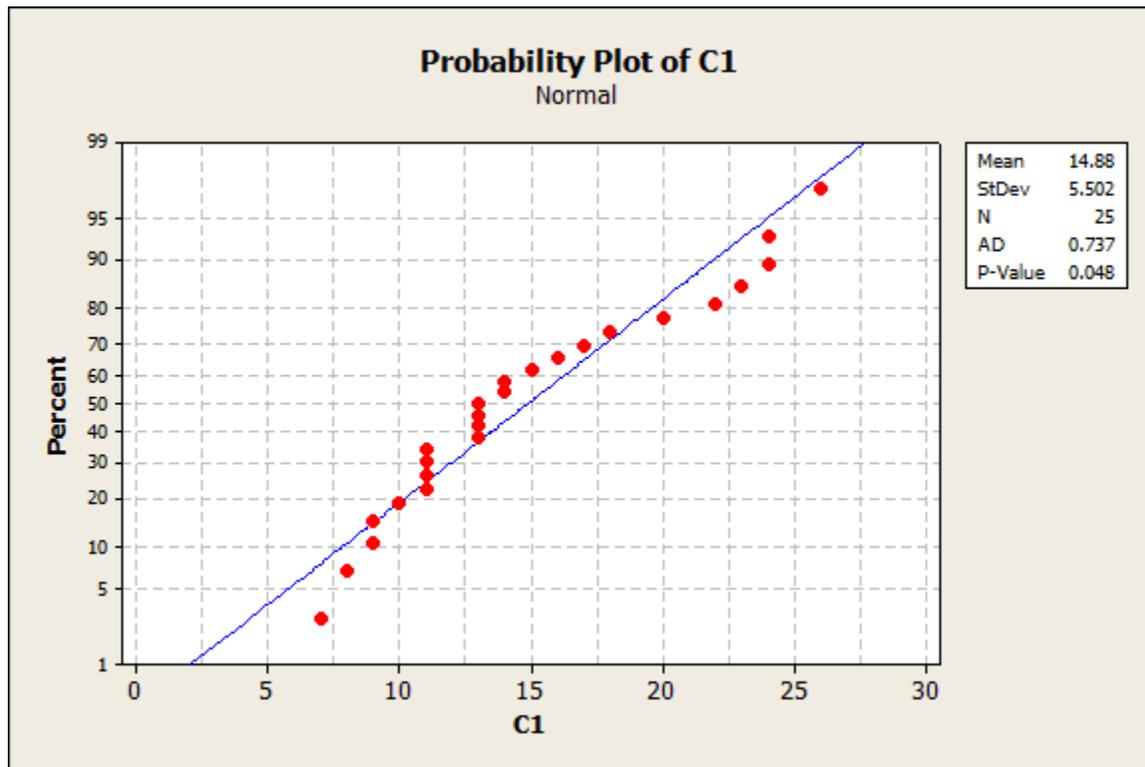
8.3 Research Question Three

What are the effects of strategic planning on the management of student affairs in Nigerian tertiary institutions?

Table 3 *OBSERVED FREQUENCY DISTRIBUTION FOR RESEARCH QUESTION Three*

QUESTIONS	SA	A	U	D	SD
1	14	24	9		
2	10	13	20		
3	15	17			
4	16	25			
5	11	21			

Source: Field Survey (2014)

Hypothesis Three

Ho: Strategic planning does not have any significant effect on the management of student affairs in Nigerian tertiary institutions.

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Kruskal-Wallis Test: TRT versus FACTOR

Kruskal-Wallis Test on TRT

FACTOR	N	Median	Ave Rank	Z
1	5	9.000	3.0	-3.40
2	5	13.000	8.5	-1.53
3	5	15.000	12.9	-0.03
4	5	18.000	17.6	1.56
5	5	21.000	23.0	3.40

Overall 25   13.0

H = 22.28   DF = 4   P = 0.000

H = 22.39   DF = 4   P = 0.000   (adjusted for ties)

Fig. 3 Normality Test Chart for Data Used in Research Question Two
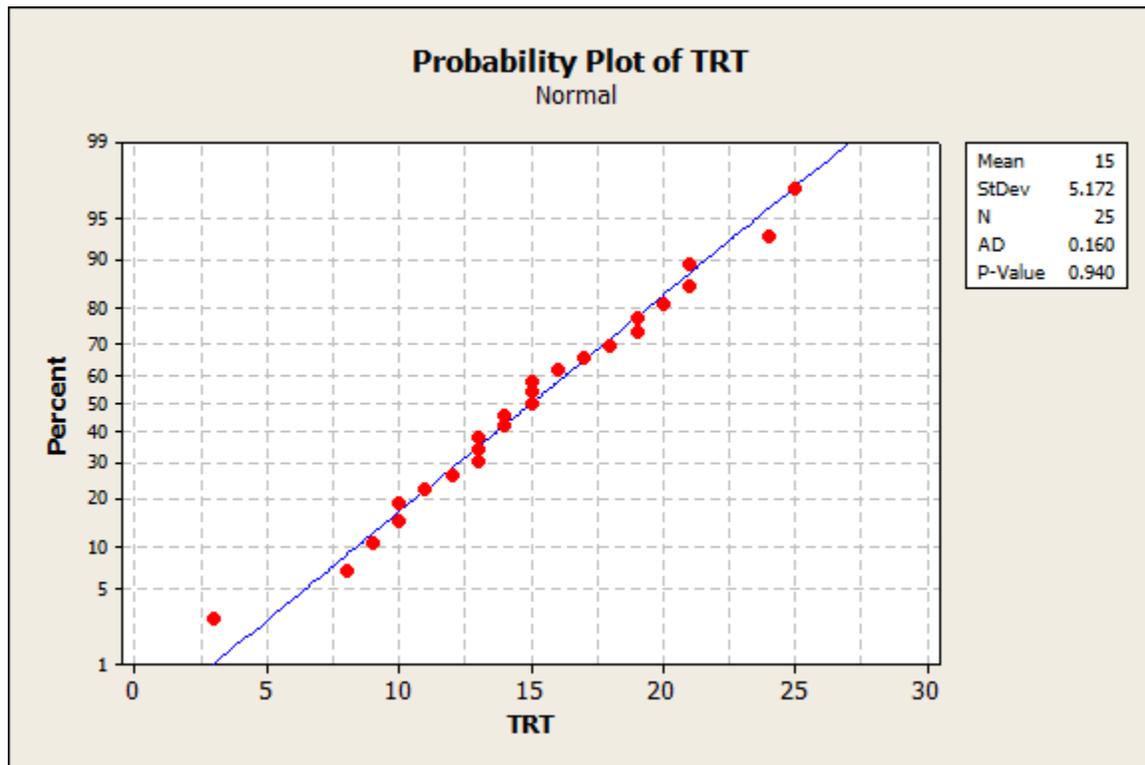
9. DISCUSSION OF RESULTS AND CONCLUSION

The results obtained shows that strategic planning has significant effects on the management of tertiary institutions in Nigeria. The null hypotheses (Ho) in research question one was accepted as the p-value was greater than the level of significance (i.e $0.010>0.05$). This may not be unconnected with the reliance of the tertiary institutions on government funding, thereby creating a sure expectation of revenue. In hypotheses two and three, the null hypotheses were rejected in favour of the alternative hypotheses since their p-value were lesser than their level of significance ($0.00<0.05$). The researchers are therefore of the opinion that strategic planning should be leverage on by the administrators of tertiary institutions in Nigeria to cushion the effects of sudden policy changes and inadequate funding of the sector. The findings in this study shows that the challenges confronting effective performance of tertiary institutions in Nigeria is beyond change of policy or other government induced challenges. Internally, many administrators of the tertiary institutions fail to understand and prepare for environmentally induced changes. The implication of this study is that effective management of tertiary institutions can be achieved in Nigeria if the school administrators can leverage on strategic planning.

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