

The Importance of Strategic Management Process in the Performance of Management of Tertiary Institutions in Enugu State Nigeria

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Abstract

Tertiary institutions in Nigeria in her quest of fulfilling its mandate of developing man mentally, morally and physically and confirment of degrees and certificate to derserving candidates are inundated with a lot of challenges. Some of these challenges included inadequacy of funding, outdated academic equipment, changes in rapid communications technology etc, all these critically impinges on institutional development. The principal aim of this study was to examine the importance of strategic management process in tackling and critically dealing with these obvious myriad of challanges facing Nigerian tertiary institutions.The study equally sought to ascertain the impact of strategic management on the performance of tertiary institutions and also how strategic management could be a critical aid to Institutional administrators in their day to day management of their institutions. The study used a cross sectional survey design. The sample consisted of 295 randomly selected staff of Enugu State University of Science and Technology (ESUT) and staff of Institute of Management and Technology (IMT) Enugu. Data were analysed by the use of percentages and relative importance index (R.I.I). Our findings revealed among others that strategic management serves as a mechanism for providing direction and cordination of institutional activities towards the accomplishment of the institution goals. Based on our findings, it was recommended that institutions should religiously practice and adopt strategic management in their institutions because, it not only gives direction to the institution, but it expose the threats and weakness facing the institution, it equally highlights how oppourtunities can be exploited from the enviroment by the institution in achieving her goals and objectives.

Keywords: strategic management process, performance, tertiary institutions.

INTRODUCTION

Education in general, and higher education in particular, are fundamental to the construction of a knowledge economy and society in all nations (World Bank 1999). Yet the potential of higher education systems in Nigeria to fulfil this responsibility is frequently thwarted by long standing problems of finance, efficiency, equity, quality and governance.

As stated earlier,educating the citizenry is crucial to the social, political, economic and cultural vitality of our communities and the country as a whole. Nigerian tertiary institutions in her quest of fulfilling its mandate of developing man mentally,morally and physically and confirment of degrees and issuance of certificate on their products who have found worthy in character and learning to enable them assume leadership roles in their immediate and extended society are obviously faced with critical challenges of struggling economies, outdated academic equipment and obsolete organizational structures. Perhaps, the most formidable task confronting tertiary education in Nigeria is to articulate the triple relationship between the mission of the institution and the specific needs of the institutions political, social, economic and cultural enviroment, and the characteristics of a rapidly changing world (Ogu,2008).

In Africa and Nigeria in particular, high education is set up for the purpose : (a) Acquisition, development, inculcation of the proper value orientation for the survival of the individual and society; (b) The development of the intellectual capacities of individuals to understand and appreciate their enviroment (c) The acquisition of both physical and intellectual skills, which will enable the individual to develop into useful memebers of the community, and (d) The acquisition of an objective view of the local and external enviroments.

Thus, the goal of higher education was long been identified as the process that helps develop the whole man physically, mentally, morally and technologically, to enable him/her function effectively in any enviroment in which they find themselves so that they may become more productive, self-fulfilling and attain self actualization (Tawari,1986, Aluedo and Ufah, 2004). Hence, the importance of higher education is to provide quality education for her product so that they can assume leadership positions in their immediate and external coomunities (Federal Government of Nigeria 2004).

This implies that, to confront the challenges confronting tertiary institutions and to achieve the mission and vision of tertiary insitutions, educational institutions need to develop strategies, set up plans and programmes and make up proactive decisions about the direction institutions should take and the goals they should strive to

achieve. This was the focus of this study, the importance of strategic management process in the performance of tertiary institutions. This is because, strategic management process helps institutions identify what they intend to achieve and how they will accomplish outcomes. The term strategic management is used to refer to the entire decision process. Strategic management must evolve by predicting the future (more effective planning), thinking strategically (increased response, evaluation of strategic alternatives and dynamic allocation of resources) and creating the future strategic planning through orchestration of all resources to create advantage (Gluck, Kaufman and Wallace, 1980). This indicate that, the orchestration of all resources with an institution, strategically driven by a feasible planning process that incorporates the institutional culture, means strategic management is at work.

OBJECTIVES OF THE STUDY

1. To ascertain the impact of strategic management on the performance of tertiary institution in the area under study.
2. To ascertain how strategic management could be a critical aid to education managers in their day to day running of higher institutions.
3. To find out the challenges confronting tertiary institutions and necessary ways of mitigating such challenges.

RESEARCH QUESTIONS

1. What are the impact of strategic management on the performance of tertiary institutions in Nigeria.
2. How and to what extent does strategic management aid education managers in their day to day running of higher insitutions.
3. What are the challenges confronting tertiary institutions and how can such challenges be mitigated.

CONCEPTUAL FRAMEWORK

The Concept of Strategic Management

Strategic management involves the formulation and implementation of the goals and initiatives taken by a company's top management on behalf of owners, based on consideration of resources and an assessment of the internal and external enviroments in which the organization competes (Hambrick and Chen,2007). Strategy is defined as "the determination of the basic long-term goals of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals (Chandler, 1962). Strategies are established to set direction, focus effort, define or clarify the organization, and provide consistency or guidance to the enviroment (Minzberg,1987). Strategic management involves the related concepts of strategic planning and thinking. Strategic planning is analytical to nature and refers to formalized procedures to produce the data and analyses used as an inputs for strategic thinking, which synthesizes the data resulting in the strategy. strategic planning may also refer to control mechanisms used to implement the strategy once it is determined. In other words, strategic planning happens around the strategic thinking or strategy making activity (Mintzberg and Brian, 1996). Strategic management is often described as involving two major processes: formulation and implementation of strategy. While described sequentially below, in pratice the two processes are iterative and each provides input for the other (Minzberg, Henry and Brian,(1996).

Formulation

formulation of strategy involves analyzing the enviroment in which the organization operates, then making a series of strategic decisions about how the organization will compete. Formulation ends with a series of goals or objectives and measures for the organization to pursue. Enviromental analysis includes the:

- Remote external enviroment, including the political, economic, social, technological and regulatory landscape,
- Industry enviroment, such as the competitive behavior of rival organization, the barginining power of buyers/customers and suppliers, threats from new entrants to the industry, and the ability of buyers to substitute products, and
- Internal enviroment, regarding the strengths and weaknesses of the organizations's resources (i.e its people, processes and IT system), (Minzberg, Henry and Brian,(1996).

Strategic decision are based on insight from the enviromental assessment and are responses to strategic questions about how the organization will compete, such as

- What is organization's business?
- Who is the target customer for the organization's products and services?
- Where are the customers and how do they buy? what is considered "value" to the customer?
- Which businesses, products and services should be included or excluded from the portfolio of offerings?
- What is the geographical scope of the business?
- What differentiates the company from its competitotrs in the eyes of customers and other stakeholders?

- Which skills and resources should be developed within the firm?
- What are the important opportunities and risks for the organization?
- How can the firm grow, through its base business and new business?
- How can the firm generate more value for investors (Drucker, 1954).

The answers to these questions and many others strategic questions result in the organization's strategy and a series of specific short-term and long-term goals or objectives and related measures.

Implementation

The second major process of strategic management is implementation, which involves decision regarding how the organization's resources (i.e, people, process, and IT system) which be aligned and mobilised towards the objectives. Implementation results in how the organization's resources are structured (such as by product or service or geography), leadership arrangements, communication, incentives, and monitoring mechanism to track progress towards objectives, among others. Running the day-to-day operation of the business is often referred to as "operations management" or specific terms for the key departments or functions, such as "logistics management" or marketing management." which take over once strategic management decision are implemented (Mintzberg, Henry and Brian,1996).

Definitions of strategic management

In 1998, Henry Mintzberg described the many definitions and perspectives on strategy reflected in both academic research and in Practice. Mintzberg, Henry and Quinn,1988 examined the strategic process and concluded it was much more fluid and unpredictable than people had thought. Because of this, he could not point to one process that could be called strategic planning. Instead Mintzberg concluded that there are five types of strategy:

- Strategy as a plan- a directed course of action to achieve set of goals, similar to the strategic planning concept,
- Strategy as a pattern- a consistent pattern of past behaviour, with a strategy realized over time rather than planned or intended. Where the realized pattern was different from the intent, he referred to the strategy as emergent;
- Strategy as position- locating brands, products, or companies within the market, based on the conceptual framework of consumers or other stakeholders, a strategy determined primarily by factors outside the firm,
- Strategy as ploy- a specific maneuver intended to outwit a competitor, and
- Strategy as perspective- executing strategy based on a "theory of the business" or natural extension of the mindset or ideological perspective of the organization.

in 1988, Mintzberg developed these five types of management strategy into ten "school of thoughts" and grouped them into three categories. The first group is normative. It consists of the schools of informal design and conception, the formal planning, and analytical positioning. The second group, consisting of six schools, is more concerned with learning/adaptive emergent, negotiation, corporate culture and business environment. The third and final group consists of one school, the configuration or transformation school, a hybrid of the other schools organized into stages, organizational life cycles, or episodes" (Mintzberg, Ahlstrand and Lampel, 1998).

Historical Development

Origin

The strategic management discipline originated in the 1950s and 1960s. Among the numerous early contributions, the most influential were Peter Drucker, Philip Setzmick, Alfred Chadler, Igor Ansoff, and Bruce Henderson. , thousands of years. Prior to 1960, the term "strategy" was primarily used regarding war and politics, not business or institution management (Henry, 1994). Peter Drucker was a prolific management theorist and author of dozens of management books , with a career spanning five decades. He addressed fundamental strategic questions in a 1954 book, the Practice of management writing." the responsibility of top management is to ask the question 'what is our business?' and to make sure it is carefully studied and correctly answered. He wrote that the answer was determined by the customer. He recommended eight areas where objectives should be set, such as market standing, innovation, productivity, physical and financial resources, workers performance and attitude, profitability, manager performance and development, and public responsibility (Drucker,1954). In 1957, Philip Selznick formalized the idea of matching the organization's internal factors with external environmental circumstances. This core idea was developed into what we now call SWOT analysis. Strength and weakness of the firm are assessed in light of the opportunities and threats in the business environment. Alfred Chandler recognized the importance of coordinating management activity under an all-encompassing strategy. Interactions between functions were typically handled by managers who relayed information back and forth between departments. Chandler stressed the importance of taking a long term perspective when looking into the future. In his 1962 ground breaking work strategy and structure, Chandler showed that a long- term coordinated strategy was necessary to give a company structure, direction and focus. He says it concisely, "structure follows

strategy,” Chandler wrote that “*strategy is the determination of the basic long-term goals of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals*” (Chandler and Alfred, 1962).

Igor Ansoff built on Chandler’s work by adding concepts and inventing a vocabulary. He developed a grid that compared strategies for market penetration, product development, market development and horizontal and vertical integration and diversification. He felt that management could use the grid to systematically prepare for the future. In his 1965 classic *Corporate Strategy*, he developed gap analysis to clarify the gap between the current reality and the goals and to develop what he called “gap reducing action”. Ansoff wrote that strategic management had three parts: strategic planning, the skill of a firm in converting its plan into reality; and the skills of a firm in managing its own internal resistance to change. Bruce Henderson, founder of Boston Consulting group, wrote about the concept of the experience curve in 1968, following initial work begun in 1965. The experience curve refers to a hypothesis that unit production costs decline by 20-30% every time cumulative production doubles. This supported the argument for achieving higher market share and economic of scale (Bruce, 1970).

Micheal Porter defined strategy in 1980 as the “ broad formula for how a business is going to compete, what its goals should be, and what policies will be needed to carry out those goals” and the “ combination of the ends (goals) for which the firm is striving and the means (policies) by which it is seeking to get there. “ He continued that: “The essence of formulating competitive strategy is relating a company to its environment.” Porter wrote that companies have to make choices about their scope and the type of competitive advantage they seek to achieve (Micheal, 1980).

THE FIVE STAGES OF THE STRATEGIC MANAGEMENT PROCESS

The strategic management process is more than just a set of rules to follow, it is a philosophical approach to business (Clayton, 2000). Upper management must think strategically first, then apply that thought to a process. The strategic management process is best implemented when everyone within the organization understands the strategy. The five stages of the process are goal-setting, analysis, strategy formulation, strategy implementation and strategy monitoring.

Goal –Setting

The purpose of goal-setting is to clarify the vision for the institution. This stage consists of identifying three key facets: first, define both short-and long-term objectives. Second, identify the process of how to accomplish your objectives, finally, customize the process for your staff, give each person a task with which he can succeed. Keep in mind during this process your goals to be detailed, realistic and match the values of your vision. Typically, the final step in this stage is to write a mission statement that succinctly communicates your goals to both your stakeholders and your staff.

Analysis

Analysis is a key stage because the information gained in this stage will shape the next two stages. In this stage, gather as much information and data relevant to accomplishing your vision. The focus of the analysis should be on understanding the needs of the institution as a sustainable entity, its strategic direction and identifying initiatives that will help your business grow. Examine any external or internal issues that can affect your goals and objectives. Make sure to identify both the strengths and weaknesses of your organization as well as any threats and opportunities that may arise along the path.

Strategic Formulation

The first step in forming a strategy is to review the information gleaned from completing the analysis. Determine what resources the business currently has that can help reach the defined goals and objectives, identify any areas of which the business or organization must seek external resources. The issues facing the institution should be prioritized by their importance to your success. Once prioritized, begin formulating the strategy, because business and economic situations are fluid, it is critical in this stage to develop alternative approaches that target each step of the plan.

Strategy Implementation

Successful strategy implementation is critical to the success of the organization venture. This is the action stage of the strategic management process. If the overall strategy does not work with the business current structure, a new structure should be installed at the beginning of this stage. Everyone within the organization must be made clear of their responsibilities and duties, and how that fits in with the overall goal. Additionally, any resources or funding for the venture must be secured at this point. Once the funding is in place and the employees are ready, execute the plan.

Evaluation and Control

Strategy evaluation and control actions include performance measurements, consistent review of internal and external issues and making corrective actions when necessary. Any successful evaluation of the strategy begins with defining the parameter to be measured. These parameters should mirror the goals set in stage 1. Determine

your progress by measuring the actual results versus the plan. Monitoring internal and external issues will enable you react to any substantial change in your business environment. If you determine that the strategy is not moving the institution towards its goal, take corrective actions. If those actions are not successful, then repeat the strategic management process. Because internal and external issues are constantly evolving, any data gained in this stage should be retained to help with any future strategies (Clayton, 2000).

THEORITICAL FRAMEWORK

The following theories will be considered in this work

1. Institutional Theory
2. Strategic thinking theory
3. Theory of generic competitive strategies
4. Theory of the business

Institutional Theory

This theory considers the impact of the firms environment and the cognitive normative and regulative structures that surround the firms. It attempts to explain how these structures impact the actions and boundaries of the firm. These structures provide stability to actions, routine and cultures, define legitimacy and constrain action. The theory focuses on how institutions are created, how they pervade societies and industries and finally how institutions change over time. While well-accepted, it has provided stronger theoretical rather than empirical contributions to strategic management.

Strategic Thinking Theory

Strategic thinking pervades human interaction. As soon as children develop enough “theory of mind” to model other people as independent decision makers, they must be taught to look both ways before crossing one-way streets- suggesting that they instinctively assume rationality in predicting other’s decisions. Our adults attempt to predict other people responses to incentives are shaped by similar thought usually more subtle, rationality-based inferences. The canonical model of strategic thinking is the game theoretic notion of Nash equilibrium, defined as combination of strategies, one for each player, such that each player’s strategy maximizes his expected payoff, given others strategies. Although equilibrium can be defined and applied without reference to its interpretation, it is best thought of as an equilibrium in beliefs, in which players who are rational in decision-theoretic sense have beliefs about each other’s strategies that are correct, given the rational strategy choices they imply (Camerer and Colin, 2003).

Theory of generic competitive strategies

Porter wrote in 1980 that strategy target either cost leadership, differentiation, or focus. These are known as Porter’s three generic strategies and can be applied to any size of business. Porter claimed that a company must not choose one of the three or risk that the business would waste precious resources. Porter’s generic strategies detail the interaction between cost minimization strategies, product differentiation strategies, and market focus strategies. Porter described an industry as having multiple segments that can be targeted by a firm. The breadth of its targeting refers to the competitive scope of the business. Porter defined two types of competitive advantage: lower cost or differentiation relative to its rivals. Achieving competitive advantage results from a firm’s ability to cope with the five forces better than its rivals. Porter wrote: achieving a competitive advantage requires a firm to make a choice about the type of competitive advantage (differentiation and lower cost) combined with scope of activities for which a firm seeks to achieve them lead to three generic strategies for achieving above average performance in an industry: cost leadership, differentiation and focus. The focus strategy has two variants, cost focus and differentiation focus (Porter Micheal, 1985).

Theory of the Business

Peter Drucker wrote in 1994 about “theory of the business.” which represents the key assumptions underlying a firm’s strategy. These assumptions are in three categories: (a) the external environment, including society, market, customer, and technology; (b) the mission of the organization; and (c) the core competencies needed to accomplish the mission. He continued that a valid theory of the business has four specifications: (1) assumptions about the environment, mission, and core competences must fit reality; (2) the assumption in all three areas have fit one another; (3) the theory of the business must be known and understood throughout the organization; and (4) the theory of the business has to be tested constantly. He wrote that organizations get into trouble when assumptions representing the theory of the business no longer fit reality. He used an example of retail departmental stores, where their theory of the business assumed that people who could afford to shop in department stores would do so. However, many shoppers abandoned departmental stores in favor of specialty retailers (often located outside of malls). when time became the primary factor in the shopping destination rather than income. Drucker described the theory of business as a “hypothesis” and a “discipline.” He advocated building in systematic diagnostics, monitoring and testing of the assumptions comprising the theory of the business to maintain competitiveness (Peter Drucker, 1994).

EMPIRICAL REVIEW

Strategic planning and the way institutions embrace it have been an object of attention in recent years within Europe. Strategic management and planning were recommended in 1998, by the European University Association (Formerly the Conference of Rectors of Europe, CFE). With a document authored by Tabatoni and Barblan (1998) and published by CRE, recommendations concerning principles and practices of strategic management in universities in order to develop a model to reinforce institutional integration were widely dispersed throughout the European higher education community. After this Guide came a follow-up publication in August, 2002, Thema no. 2 by Tabatoni, Davies and Barblan, entitled “strategic management and universities institutional development.”

Furthermore, Bayenet, Feola and Tavernier, (2000), reporting on behalf of the Association of European Universities (EUA) and the OECD programme on institutional management in higher education (IMHE) seminar, point out that “universities are regarded as institutions rather than as enterprises, and have always shown a certain sense of tradition. However, this traditional image no longer seems to equate with reality. Today, universities have adopted a strategy that will constantly adapt and adjust its main thrust to suit market needs.”

McNay (1997) in a study concerning strategic planning and management for higher education in Central and Eastern Europe acknowledged that there are external forces working against the arena of higher education. The need for strategic planning within universities and other institutions of higher education in order to be more proactive is recognized. Another study was conducted by Thys- Clement and Wilkin (1998) in over twenty European Universities. Two Portuguese universities participated in this study. According to the authors, all the universities answered that they had a plan. However, it appears this plan was not strategic, having only a short-term horizon of one year.

A book by Taylor and Miroiu (2002) examining South East Europe higher education identifies several factors that are necessary for effective institutional planning: inclusivity, actors with national and international knowledge of planning processes, and fairness and integrity. The authors add that a shared governance process led by individuals with planning expertise in an environment of trust is dependent on effective leadership. Finally, the stress that the process of planning which in and or itself can lead to many visible and impressive things, is only a precursor to the ultimate indicator of planning success which is goal accomplishment.

Decision- making processes, or ways to approach strategic issues depends on the commitment of leadership. Leadership ultimately is responsible and must be committed to the process (Minzberg,1994).

Conclusively, Professor Richard P. Rumelt described strategy as a type of problem solving in 2011. He wrote that good strategy has an underlying structure called a kernel. The kernel has three parts: 1) A diagnosis that defines or explains the nature of the challenge; 2) A guiding policy for dealing with the challenge; and 3) Coherent actions designed to carry out the guiding policy (Rumelt, 2011). President Kennedy outlined these three elements of strategy in his Cuban Missiles crisis address to the United Nations of 22 October 1962:

1. Diagnosis: “ This government, as promised has maintained the closest surveillance of the Soviet Military buildup on the island of Cuba. Within the past week, unmistakable evidence has established the fact that a series of offensive missile sites is now in preparation on that imprisoned island. The purpose of these bases can be none other than to provide a nuclear strike capability against the Western Hemisphere.”
2. Guiding policy: “ our unswerving objective, therefore, must be to prevent the use of these missiles against this or any other country, and to secure their withdrawal or elimination from the Western Hemisphere.”
3. Action Plan: First among seven numbered steps was the following: To halt this offensive buildup a strict quarantine on all offensive military equipment under shipment to Cuba is being initiated. All ships of any kind bound for Cuba from whatever nation or port will, if found to contain cargoes of offensive weapons, be turned back.

Active strategic management required active information gathering and active problem solving. In the early days of Hewlett- Packard (HP), Dave Packard and Bill Hewlett, devised an active management style that they called management by walking around (MBWA). Senior HP managers were seldom at their desks. They spent most of their days visiting employees, customers, and suppliers. This direct contact with key people provided them with a solid grounding from which viable strategies could be crafted. Management consultants Tom Peters and Robert H. Waterman had used the term in their 1982 book *In search of Excellence: Lessons from America's Best-Run Companies*. Some Japanese managers employ a similar system, which originated at Honda, and is sometimes called the 3 G's (Genba, Genbustu, and Genjustu, which translate into “actual place”, “actual thing”, and “actual situation”).

RESEARCH METHODOLOGY

The research design used in this study was the survey research method. This study, primary and secondary sources were used in gathering information. In the primary sources of gathering information, questionnaires were

administered to randomly selected staff of Enugu State University of Science and Technology(ESUT) and Institute of Management and Technology (IMT) Enugu. As indicated earlier, 295 questionnaires were distributed to both junior and senior staff of the above institutions. The data were analysed by the use of percentages and Relative Importance Index (R.I.I) based on the works of Lim and Alua (1995). Data from secondary sources were obtained from journal articles, textbooks and public documents.

$$R.I.I = (4n_4 + 3n_3 + 2n_2 + n_1) / 4N$$

Where n_4 = most important, n_3 = important, n_2 = not important, n_1 = most not important and N = no of respondent

TABLE 1 : How strategic management improves the performance of institutions

Grade	Great Extent	Extent	Undecided	Disagree	TOTAL
Senior Staff	125	58	6	3	192
Junior Staff	57	36	8	2	103
Total	184	94	14	5	295

Source: Field survey, 2017

from the table above, 62.37% and 31.86% of the respondents affirmed to a great extent and extent respectively that strategic management improves the performance of their institutions. According to them, strategic management not only being a step-by –step plan to achieve a goal, it equally ensures good corporate governance, because good corporate governance needs an efficient strategic management process. They were equally of the view that planning your management to deliver the best result is the basic goal of strategic management.

TABLE 2: Strategic management serves as a mechanism for providing direction and cordination of the institutions activities

GRADE	AGREED	DISAGREED
Senior Staff	182	10
Junior Staff	85	14
Total	271	24

Source: Field survey 2017

Table 2 above indicates that 91.86% of the total respondents agreed that strategic management serves as a mechanism for providing direction and cordination of the institutions activities. According to them, strategic management being an ongoing process of formulating strategies towards achieving the organizational goals and objectives, equally create harmony between organization and its enviroment. Not only that, it equally exposes the weakenesss and threats that may hinder the goals accomplishment, while the opportunities that can be exploited from the enviroment from the institutions strength are brought to the fore.

TABLE 3: The purpose of organizational Strategy

RESPONSES	SA	A	U	D	SD	R.I.I
Ensuring Organizational Survival	170	80	10	30	5	0.822
Guiding organizational growth and renewal	140	75	21	45	14	0.739
Reducing uncertainty and creating order	179	81	3	22	10	0.836
Communicating direction and focus	180	60	5	30	20	0.797
Building alignment among operating units and individuals	175	85	0	20	15	0.826
Providing a framework for decision making	168	90	7	15	15	0.823
Creating a competitiive advantage over rivals	150	90	15	25	15	0.784

Source: Field survey, 2017

From the table above, Reducing uncertainty and creating order, Building alignment among operating units and individuals in the institution, providing framework for decision making and, Ensuring organizational survival are adduced by the respondents as the major purpose of strategic management with 0.836,0.826,0.823 and 0.822 rankings respectively. According to the respondents, lack of strategic management can ruin an organization, because strategic management institutions can foresee events in future and that’s why such organization remain stable.

TABLE 4: The challanges facing Nigerian tertiary institutions

s/n	Responses	SA	A	U	D	SD	R.I.I
1	Inadequate funding By Government	195	90	0	10	0	0.898
2	Outdated Academic Equipment	140	82	10	60	3	0.750
3	Corruption by institution administrators	194	88	2	7	0	0.890
4	Obsolete Organizational structure	110	20	80	60	20	0.610
5	Problem of Student cultism	165	78	5	30	17	0.792
6	Incessant Student unrest	95	30	80	70	20	0.593
7	Leadership and Management problems	190	85	5	10	5	0.877
8	Decreasing quality of Education	175	65	0	50	5	0.801
9	Inflexibility in Course selection	85	45	70	85	10	0.593
10	Increasing cost of Education	150	60	40	45	0	0.767
11	Struggling Economy	170	65	10	45	5	0.797
12	Politics and Union Problem	180	90	15	10	0	0.873

Source: Field survey, 2017

on the challanges facing Nigerian institution as indicated in table 4, inadequate funding by government, corruption by institution administrators and leadership and management problems are the major challanges facing Nigerian institutions today with 0.898,0.890 and 0.877 rankings respectively.

DISCUSSION OF FINDINGS

The findings of the study are discussed under four headings as presented below:

a. **How strategic management improves the performance of an institution**

On how strategic management improves the performance of an institution, data collected revealed that respondents affirmed that the adoption of strategic management practices in their institutions have greatly impacted positively on their institutions overall performance. This was made manifest by the results from respondents reactions. Out of the total of 295 questionnaires distributed to the staff of Enugu State University of Science and Technology and Staff of Institute of Management and Technology Enugu, a total of 278 representing 94.25 percent of the total respondents were of both great extent and extent affirmation. This findings collaborates the assertion by Julie Luise (2014) who opined that strategy enables institution managers to think and act in a specific positive direction for the well biemg of their institutions or organizations. This indicates that good corporate governance needs an efficient strategic management process.

b. **Strategic management serves as a mechanism for providing direction and cordination of the institution activities.**

The study further revealed that strategic management serves as a mechanism for providing direction and cordination of the institutions activities. This is because analysis of responses of respondents on the research question indicates that a total of 271 respondents representing 91.86 percent agreed, as against 8.14 percent that disagreed. According to them, strategic management being an ongoing process of formulating organisational strategies to achieve the organisational objectives exposes the weakness and threats that may hinder goals accomplishments. This findings is in agreement with the work of Hatch, (1997) who see organizational strategy as typically a rational and intentional plan in which the forces and constraints of the organization are weighed carefully through analysis and evaluative techniques to establish a clear strategic direction and a basis for the achievement of organizational goals.

c. **The purpose of organisational strategy**

The study equally examined the purpose of orgaisational strategy. Our findings in that regard revealed that reducing uncertainty and creating order, building alignment among operating units and individuals in the institutions, providing framework for decision making and ensuring organisational survival are adduced by respondents as the major reasons/purpose of strategic management with 0.836,0.825, 0.823 and 0.822 rankings respectively. This indicates that lack of strategic management can ruin an organisation. This finding is also in line with the assertion of Rosanni Nadeau (2017), who oipined that strategy helps to identify and remove internal roadblocks making ways for the achievement of the organizational goals. Not only that, it equally collaborate the opinion of Meyer and Rowan (1977) who see strategy as organizational blue print that influences and guide organizational employees towards orgainzational success.

d. **The challanges facing Nigerian tertiary institutions.**

The study also looked at the challanges facing Nigerian tertiary institutions. Result of our data analysis showed that inadequate funding, corruption by institution administrators, leadership and management problems including politics and union activities are the major challanges facing Nigerian institutions with mean ranking of 0.890,0.877 and 0.873 respectively. According to our respondents, if the above

problems are not well addressed, especially the issue of funding and corruption by University administrators, no Nigerian tertiary institutions will be among 300 first class institutions in the Whole World in the next 20 years. The findings of this study goes to buttress the agitation of the Academic staff union of Nigerian Universities (ASUU) with the federal government of Nigeria on the need to improve funding of Universities and other tertiary institutions. According to them in the past years, budgetary allocation to Education in Nigeria has been totally ambysmal, but the past two years have been the worst and something urgent needs to be done, to avoid further deteoration of the falling standard of education in Nigeria. Also, this finding has given credence to the work carried out by O.A Bamiro (2013) on tertiary education in Nigeria and the challange of corporate governance, who asserted in his work that allocation to education sector in relation to the total governemnt budget has been abysmally poor. He recommended for the adherence of the general advocacy that developing nations such as Nigeria, should be allocating not less than 26% of the total national budget to education as recommended by UNESCO.

SUMMARY OF FINDINGS

1. Strategic management enables an institution to plan her management with a view to delivering the best result. It provides an organized method to help an organization succeed. It makes for careful plans and procedures to be in place. It is a path way to success because it allows an organization to use forward thinking, in the process improves the performance of the institution by showing where they are currently, where they want to be, and how to get there.
2. Strategic management helps in setting detailed goals, these detailed goals aid education managers in their institution managerial activities. It's equally involved in analyzing all internal and external resources, analyzing external enviroment, as well as stakeholders views. Good corporate governanace needs an efficient strategic management process.
- 3 It was also found out that the major challanges facing Nigerian institution of higher leaning includes: inadequate funding by Government, corruption by institution administrator and leadership problems.
- 4 Strategic management can make a difference on how an institution perform. Strategic management looks at why organization succeeds or fail. Thereby taking corrective measures in dealing with organizational policies.
- 5 As the world's enviroment become increasingly complex and changing, strategic management makes institutional enviroment more manageable. It brings about good governance which indicates that the institution is organized and run according to rules,set a goal which matches the duly considered expectations of the stakeholders.
- 6 Strategic management reduces frustration because it has been planned in such a way that it follows a procedure. Strategic management also adds to the reputation of the organization because of consistency that results from organizations success.

CONCLUSION

Successful strategic decisions may bring great prosperity to an organization. This is because, Strategic management enables an institution to plan her management with a view to delivering the best result. It provides an organized method to help an organization succeed. It makes for careful plans and procedures to be in place. It is a path way to success because it allows an organization to use forward thinking, in the process improves the performance of the institution by showing where they are currently, where they want to be, and how to get there. In all, Overall managerial performance is best evaluated under the structure of a comprehensive strategic plan. Strategic management creates an enviroment with consistency but can also strangle creativity that strives on inconsistency. With effective leadership, the negative can be minimized.

RECOMMENDATION

To ensure corporate governance, strategic management process is hereby recommended to tertiary institutions, because it enables them to plan their management. A planned management delivers best result.

Not only that, strategic management process is also recommended to tertiary institutions, because it enables the institution to formulate strategies towards acheiving the organizational objectives.

Furthermore, to enable our institutions to function effectively, the present budgetary provision for education should be increased and adequate measures put in place to safeguard the appropriated funds from mismanagement by our institution administrators. Equally, due process should always be observed in electing or appointing institution managers to avoid incessant leadership problems disrupting academic activities in our institutions.

Finally, for tertiary institutions to remain stable, they should practice strategic management because strategic management exposes the threats and weaknesses that faces the institution, while the opportunities that

can be exploited through the strengths of the institution are determined.

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