

**ST. MARY'S UNIVERSITY COLLEGE
FACULTY OF BUSINESS
DEPARTMENT OF MANAGEMENT**

**AN ASSESSMENT ON THE STRATEGIC MANAGEMENT
DESIGN AND IMPLEMENTATION OF WEGAGEN BANK, S.C**

**BY
HENOK GETACHEW**

**JUNE 2010
SMUC
ADDIS ABABA**

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**A SENIOR ESSAY SUBMITTED TO THE DEPARTMENT OF
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ACRONYMS

BCG:	Boston Consulting Group
GS:	Grand Strategy
IE:	Internal and External
IT:	Information Technology
PEST:	Political, Economical, Social, Technological
QSPM:	Qualitative Strategic Planning Matrix
SLEPT:	Social, Legal, Economical, Political, Technological
SPACE:	Strategic Position and Action Evaluation
SWOT:	Strengths, Weaknesses, Opportunities, Threats
TWOS:	Threats, Opportunities, Weaknesses, Strengths

CHAPTER ONE

INTRODUCTION

1.1. Back Ground of the Study

The academic world places strong emphasis in research and subsequent publications of their findings. The field of management is no exception (Journal of Management, 1999).

The development of the field of strategic management within the last two decades has been dramatic. While its roots have been in a more applied area, often referred to as business policy, the current field of strategic management is strongly theory based, with substantial empirical research, and is eclectic in nature. In the present business environment strategic management is a very decisive factor for the survival of organizations since it guides long term organizational activities in consistent with internal and external conditions (Journal of Management, 1999).

In this research, an assessment on the strategic management design and implementation of Wegagen Bank, S.C is conducted. The bank is currently operating in an extremely stiff domestic and global competitive environment. Because of this reason, it has developed its own five-year strategic plan which is designed to be aligned with the timely and relevant global and local situations as much as possible.

The fact that the bank has a strategy doesn't necessarily grant its effectiveness in design and implementation. Therefore, this research has assessed the bank's strategic management design and implementation practice. This research mainly bases the bank's strategy, relevant strategic management theories from books and researches to assess the design and implementation practice.

1.1.1. Background of the Organization

Wegagen Bank S. C. was established in Ethiopia in 1997 and registered as a public share holding company in accordance with the provision of the licensing and supervision of Banking Business proclamation no.84/94. The bank is rendering full-fledged competitive banking services with a network of 47 branches (additional 5 on pipeline for opening) and 96 correspondent banks. The number of shareholders has now reached 1247, with a total capital of Birr 654 million, while total deposits and loans stood at birr 3.7 billion and 2.4 billion respectively (end of May 2009). The bank's man power is currently 1450. The bank's vision is "Becoming the most preferred bank in Ethiopia"; on the other hand, its mission is "To provide a wide range of quality banking services through a dynamic work force and up-to-date IT solutions to satisfy the desires of stakeholders". The bank is also on a great stride to implement card payment system and upgrade its core banking solutions (Wegagen Bank, S.C, 2007/08).

The bank is guided by a five- year strategic plan. Therefore, it has adopted some strategy formulation frameworks and implementation skims (Wegagen Bank, S.C, 2007/08).

1.2. Statement of the Problem

According to Holfe (1994) "Strategic management is the process which deals with the fundamental organizational renewal and growth with the development of strategies, structures, and systems necessary to achieve such renewal and growth, and with the organizational systems needed to effectively manage the strategy formulation and implementation process." (Azhar Kazmi, 2002, P74).

An interrelationship exists between the formulation and implementation of strategies. Two types of linkage exist between these two phases of strategic management. The forward linkage deals with the impact of the formulation on implementation while the backward linkages are concerned with the impact in the opposite direction (Azhar Kazmi 2002, P292).

A personal observation made on the bank's five-year strategic plan indicates that there is a delay in implementation. The bank has also failed to adhere to its branch expansion strategy. Moreover, there is an absence of systematic identification of corporate customers and proper care to strength business ties.

To conclude, the problems mentioned so far are more likely the outcomes of bank's strategy formulation and implementation practice. Since these problems have the power to impose a significant impact on the bank's overall performance, an assessment on its strategy formulation and implementation is quite vital.

1.3. Research Questions

The research questions of this research are:

1. To what extent does the bank perform environmental scanning and industry analysis?
2. To what extent does the bank exercise proper strategy formulation framework and, strategic analysis and choice when it formulates and selects its strategy?
3. Which basic questions are addressed by the bank from those that need to be answered before strategy is implemented?
4. What kind of implementation process is practiced by the bank when it implements its strategy?

1.4. Objectives of the Study

1.4.1. General Objective

The general objective of this research is to assess the strategy design and implementation practice of Wegagen Bank. S.C based on the identified problems; in doing so, the linkage that exists between the design and the implementation can be viewed by considering the impact that the implementation has on the design and the reverse.

1.4.2 Specific Objectives

The specific objectives of this research are:

1. To assess the bank's practice in industry analysis and, internal and external environmental scanning.
2. To assess the bank's tools of strategy formulation and to compare them with applicable theories.
3. To see the extent to which strategic analysis and choice is exercised by the bank when it selects its strategy among alternatives.
4. To assess the bank's approach of strategy implementation.
5. To make conclusions and recommendations based on the findings.

1.5. Significance of the Study

This research has significance in providing information for other researchers on the strategic management design and implementation practice of Wegagen Bank S.C. Since the survival of organizations mainly depends on their strategic management, the findings of this research are quite interesting and useful for the bank itself.

1.6. Scope (Delimitation of the Study)

This research focuses on the strategic management design and implementation of Wegagen Bank S.C. The corporate planning department which is found at the head quarter in Addis Ababa at Dembel City Center prepares the strategic plan. For this reason, incorporating all the 47 branches in the research is unnecessary. The title 'An Assessment on the Strategic Management Design and Implementation of Wegagen Bank, S.C' is selected because an assessment in the whole strategic process is quite time and resource consuming, and it is also difficult to manage. The assessment conducted on the formulation covers the practice of the bank in environmental scanning and industry analysis, strategy formulation frame

work and strategic analysis and choice. On the other hand, the assessment on the implementation covers the assessment of the extent to which the bank addresses the basic questions that need to be answered before strategy is implemented, and the bank's approach in undertaking implementation process. Moreover, the linkage that exists between the design and implementation of the bank's strategy has also been assessed.

1.7. Research Design and Methodology

1.7.1. Research Design

Descriptive research is used in this study in order to describe what exists currently in Wegagen Bank, S.C's strategy design and implementation. Therefore, the nature of the existing problems is described in this study.

1.7.2. Population and Sampling Techniques

The population under this study is stakeholders of Wegagen bank S.C. Probability sampling method is applied in this research. Hence, stratified random sampling technique is also used. The population under this study is basically divided into two main strata, the first strata is composed of the employees of the bank; whereas, the second strata is composed of the management of the bank. This is because, including other stakeholders doesn't have such a significant relevance for the findings of the research since the designers and the main implementers are already included in the sample. In this research, disproportionate sampling is desired since the variance between the stratus is large (Cooper, D., Schindler, P. 2003, P222). This is to mean that, the management and the employees may not have similar perspective on the design and implementation of the bank's strategy. On the other hand, since each stratum is homogeneous internally, the percentage of sample taken from each stratum is judgmentally taken to represent the total population (Cooper, D., Schindler, P. 2003, P221). The applied sampling technique is demonstrated in the following table:

Population	Stakeholders	
Stratum	Management	Employees
Number of stake holders in each strata	11	1450
Percentage of sample to be taken from each strata	60%	3%
Total number of sample from each strata	7	44
Total	51	

1.7.3. Types of Data to be used

Both primary and secondary data are used. The primary data was collected from the original sources; such as, the employees, and management through the basic data gathering techniques. The secondary data is composed of two main sources; these are: internal sources and external sources. The internal sources are organizational data such as the banks' five-year strategic plan and annual reports. The external source which is possible to access through a worldwide network called the internet is specifically the website of Wegagen Bank S.C.

1.7.4. Methods of Data Collection

Since the resources to be utilized while conducting this research were very much limited, and for the ease of analysis, closed ended questioner was widely used. The respondents were allowed to provide any additional information concerning the study. In addition, structured interview was used to gather additional information from the top level management of the organization since it was practically difficult to conduct interview with each and every employee in the sample. Additional documented data used in this research was mainly gathered from the bank in a formal manner.

1.7.5. Method(s) of Data Analysis

With the help of frequency distribution the number of occurrences of each unique data value is viewed to summarize and explain the data. On the other hand, percentile ranking, which is a measure of relative standing, is

applied to analyze the well explained data in order to know and understand where a particular score falls in relation to the others.

1.8. Organization of the Study

The study contains four chapters. The first chapter which is the proposal contains Background of the Study, background of the organization, statement of the problem, research questions, objectives of the study, significance of the study, scope (delimitation of the study), research design and methodology, organization of the study, cost budget, time table/research time schedule. The second chapter deals with review of related literature. Chapter three of this research deals with data presentation, analysis and interpretation. Finally, chapter four presents summary, conclusions and recommendations.

1.9. Limitations of the Study

During the process of primary data gathering, conducting interview with all the top level managers of the bank who were selected in the sample was impossible since they were not willing to cooperate. As a result, the data gathered through interview reflects only the point view of the corporate planning department's manager. This affects the quality of the analysis since the integrated interview is based on a single individual's perspective.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. The Study of Strategic Management

Strategic management is the set of managerial decisions and actions that determines the long-run performance of a corporation. It includes environmental scanning (both external and internal), strategy formulation (strategic planning), strategy implementation, and evaluation and control. The study of strategic management therefore emphasizes the monitoring and evaluating of external opportunities and threats in, light of a corporations strengths and weaknesses in order to generate and implement a new strategic direction for the corporation (Hunger, D.J., Wheelener, L.T, 2004, P2).

2.2. Elements in the Strategic Management Process

A process of strategic management is a definable flow of information through inter-related stages of analysis directed toward the achievement of an aim. In strategic management process, the flow of information involves historical, current, and forecasted data on the business, its operations, and environment, which are evaluated in light of the values and priorities of influential individuals and groups often called stakeholders-who are vitally interested in the actions of the business (Narayn.B, 1999, P8). Each phase of the strategic management process consists of a number of elements which are discrete and identifiable activities performed in logical and sequential steps. As many as twelve different elements could be identified in the models provided by various authors. From the literature of business policy, we note that most or all of the following activities are considered as part of the strategic management process:

1. Establishing the hierarchy of strategic intent:
 - a) creating and communicating a vision,
 - b) designing a mission statement,

- c) defining the business,
- d) setting objectives,

2. Formulation of strategies:

- a) performing environmental appraisal,
- b) doing organizational appraisal,
- c) considering corporate-level strategies,
- d) Considering business level strategies
- e) undertaking strategic analysis,
- f) exercising strategic choice,
- g) formulating strategies;
- h) preparing a strategic plan,

3. Implementation of strategies:

- a) activating strategies,
- b) designing structures and systems,
- c) managing functional implementation,
- d) Operationalising strategies,

4. Performing strategic evaluation and control:

- a) performing strategic evaluation,
- b) exercising strategic control, and
- c) Reformulating strategies (Azahar. K, 2002, P40).

2.3. Establishing the Hierarchy of Strategic Intent

The hierarchy of strategic intent lays the foundation for the strategic management of any organisation. In this hierarchy, the vision, mission, business definition, and objectives are established. The strategic intent makes clear what an organization stands for. The element of vision in the hierarchy of strategic intent serves the purpose of stating what an organization wishes to achieve in the long run. The mission relates an organisation to the society. The business definition explains the business of the organization in terms of customer needs, customer groups, and alternative technologies. The objective of an organization state what is to be

achieved in the given time period. These objectives then serve as yard sticks and benchmarks for measuring organisational performance (Ibid, P41)

2.4. Environmental Scanning and Industry Analysis

2.4.1. Environmental Scanning

Environmental scanning is the monitoring, evaluating, and disseminating of information from the external and internal to key people within the corporation. It is a tool that a corporation uses to avoid strategic surprise and to insure long-term health (Hunger, D.J., Wheelener, L.T, 2004, P30).

2.4.1.1. Dimensions of External Environmental Analysis

When analysing the social, legal, economic, political, and technological dimensions that have the potential to impact strategies, it is commonly known as a SLEPT analysis. The same categorisation of environmental factors is sometimes referred to as:

- PEST analysis where legal is subsumed into political
- STEP analysis
- PESTL analysis (political, economic, social, technical, legal and ecological/environmental) (ACCA study text, 2005, P59).

The social/cultural environment includes population demographics, social mobility, income distribution, life style changes, attitudes to work and leisure, levels of education and consumerism. The legal environment covers influences such as taxation, employment law, monopolies legislation and environmental protection laws. The economic environment includes interest rates, business cycles, unemployment, and disposable income and energy availability and cost. The political environment includes taxation policy, government stability and foreign trade regulations. The technological environment is influenced by government spending on research, new discoveries and development, government and industry focus of technological effort, speeds of technological transfer and rates of obsolescence. The ecological environment sometimes just referred to as just

the environment considers ways in which the organization can produce its goods or services with the minimum environmental damage (I bid, P61).

2.4.1.1.1. External Environmental variables

In under taking environmental scanning, strategic managers must first be aware of the many variables within the corporation's societal and task environments. The societal environment include general forces that do not directly touch on the short-run activities of the organisation but that can, and often do, influence its long-run decisions. These forces are :(1) Economic forces which regulate the exchange of materials, money, energy and information, (2) Technological forces which generate problem solving inventions, (3) political-Legal forces which allocate power and provide constraining and protecting laws and regulations, and (4) Socio Cultural forces that regulate values, morals, and customs of society. The task environment includes those elements or groups that directly affect the corporation and, in turn, are affected by it. These groups include governments, local communities, suppliers, competitors, customers, creditors, employees and labour unions, special-interest groups, and trade associations (Hunger, D.J., Wheelener, L.T, 2004, P30).

2.4.1.1.2. SLEPT Analysis

Today's organizations must respond to a variety of internal and external pressures. This can be termed as organization's total environment (ACCA study text, 2005, P59).

It is useful to consider as a starting point what environmental influences have been particularly important in the past and the extent to which there are changes occurring that may make any of these more or less significant in the future for the enterprise and its competitors. However forecasting is notoriously difficult and the general environmental factors affecting an organization are extremely numerous (I bid).

One way of tackling the problem is to look at environmental trends. For forecasting purposes, the wider environment in which the enterprise and its industry are located can be subdivided into five sections:

- Social
- Legal
- Economical
- Political
- Technological (I bid)

2.4.1.1.2.1. The Contribution of the SLEPT Environments to Strategic Analysis

There are three main ways that investigating SLEPT environments can contribute to strategic analysis

- The headings can be used as a checklist when analysing the different influences. The organization can use the checklist to identify which are the most important at the present time and over the next few years (ACCA study text, 2005, P61).
- The analysis may help to identify long-term drivers of change. For example, given the increasing globalisation of some markets, it is important to identify forces that lead to this development. These include rapid changes in technology, leading to shorter life span of these technologies and therefore to the need of greater scale of economics in their use (I bid).
- The analysis may be used to examine the differential impacts of external influences, on organizations, either historically, or in terms of likely future impact. This approach builds on the identification of key trends or influences and asks to what extent they will affect different organizations differently (I bid).

2.4.1.2. Internal Scanning: Organisational Analysis

We attempt to understand the internal environment of an organisation in terms of the organisational resources and behaviour, strength and weaknesses, synergetic effects, and competencies (Azhar.K, 2002, P132).

Organisational Resources: the dynamics of the internal environment of an organisation can be best understood in the context of the resource-based view of strategy. According to Barney (1991), who is credited with developing this view of strategy as a theory, a firm is a bundle of resources-tangible-that includes all assets, capabilities, organisational processes, information, knowledge, and so on. These resources could be classified as physical, human, and organisational resources. The physical resources are technology, plant and equipment, geographical location, access to raw materials, among others. The human resources are training, experience, judgement, intelligence, relationships and so on, present in an organisation. The organisational are the formal systems and structures as well as informal relations among groups (I bid).

Organisational Behaviour: organisational behaviour is the manifestation of the various forces and influences operating in the environment of an organisation that create the ability for, or place constrains in the usage of resources. Organisational behaviour is unique in the sense that it leads to the development of a special identity and character of an organisation. Some of the important forces and influences that affect organisational behaviour are: the quality of leadership, management philosophy, shared values and culture, quality of work environment and organisational climate, organisational policies, use of power among others (I bid).

Strengths and Weaknesses: organisational resource and behaviour do not exist in isolation. They combine in a complex fashion to create strengths and weaknesses within the internal environment of an organisation. A strength is an inherent capability which an organisation can use to gain strategic advantage. A weakness, on the other hand, is an inherent limitation of constraint which creates a strategic disadvantage for an organisation.

Strengths and weakness do not exist in isolation but combine within functional area, and also across different areas to create synergistic effects (I bid, P133).

Synergistic Effects: it is the inherent nature of organisations that Strengths and weakness, like resources and behaviours, do not exist individually but combine in a Variety of ways. In effect, what we have is a situation where attributes do not mathematically combine to produce an enhanced or reduced impact. Such a phenomenon is known as synergistic effect. Synergy is the idea that the whole is greater than or less than the sum of its parts. It is also expressed as “the two –plus-two is-equal-to- five-or-three effect (I bid).

Within an organisation synergistic effect occur in a number of ways. For example, within a functional area, say marketing, the synergistic effect may occur when the product pricing and distribution, and promotion aspects support each other, resulting in a high level of marketing synergy. In this manner synergistic effects are an important determinant of the quality and type of the internal environment existing within an organisation and may lead to the development of competencies (I bid).

Competencies: competencies are special qualities possessed by an organisation that make them withstand pressures of competition in the market place. In other words, the net results of the strategic advantages and disadvantages that exist for an organisation determine its ability to compete with its rivals. Other terms frequently used as beginning synonymous to competencies are unique resources, core capabilities, invisible assets, embedded knowledge, and so on (I bid).

A distinctive competency is “any advantage a company has over its competitors because it can do something which they cannot or it can do something better than they can. The concept of distinctive competencies is useful for the purpose of strategy formulation. The importance of distinctive competence in strategy formulation rests with “unique capability upon a particular opportunity; the competitive edge it may give a firm in the market

place; and the potential for building a distinctive competence and making it the core stone of strategy (I bid, P134).

Organisational Capability: organisational capability is the inherent capacity or potential of an organisation to use its strengths and overcome its weaknesses in order to exploit opportunities and face threats in its external environment. It is also viewed as a skill for coordinating resources and putting them to productive use. Without capability, resources even though valuable and unique, may be worth less. Since the organisational capacity is the capacity or potential of an organisation, it means that it is a measurable attribute. And since it can be measured, it follows the organisational capability as it is, in ultimate analysis, a subjective attribute.

As an attribute, it is the sum total of resources and behaviour, strengths and weaknesses, synergistic effects occurring in and the competencies of any organisation (I bid, P136).

Strategic Advantage: strategic advantages are the outcome of organisational capabilities. They are the result of organisational activities leading to rewards in terms of financial parameters, such as, profit or shareholder value, and/or non-financial parameters, such as, market share or reputation. In the contrast, strategic disadvantages are penalties in the form of financial loss or damage to market share. Clearly, such advantages or disadvantages are the outcome of the presence or the absence of organisational capabilities. Strategic advantages are measurable in absolute terms using the parameters in which they are expressed. So, profitability could be used to measure strategic advantages-the higher the profitability the better the strategic advantage. They are comparable in terms of the historical performance of an organisation or its current performance with respect to its competitors (I bid, P138).

Competitive advantage is a special case of strategic advantage where there is one or more identified rivals against whom rewards or penalties could be measured. So, outperforming rivals in profitability or market standing could be a competitive advantage for an organisation. Competitive advantage is

relative rather than absolute, and it is to be measured and compared with respect to other rivals in an industry (I bid, P133).

2.4.1.2.1. SWOT Analysis

To assist in closing the gap between its predicted and desired performance, the organization's strength, weaknesses, opportunities, and threats need to be ascertained. The work involved draws on the data obtained about objectives, current position, extrapolated position, gaps and environmental forecasts, and is sometimes called corporate appraisal (ACCA study text, 2005, P154).

A SWOT analysis is a critical assessment of the internal appraisal of the organization's strengths and weaknesses, and an external appraisal of the opportunities, and threats open to organizations in competition within the industry. Therefore, strengths and weaknesses are peculiar to an individual organization but opportunities, and threats are open to all organizations within the market place. The factors involved in SWOT analysis are wide ranging and include decision variables which strengthen or constrain the operational powers of the company. Such as, the size of the markets, the competitive forces in the markets, opportunities of new products, availability of skilled labour, control to vital raw materials and access to additional capital (I bid).

The purpose of SWOT analysis is to provide a summarized analysis of the company's present position in the market place (I bid).

Strengths are those positive factors or distinctive attributes or competencies that provide a significant competitive advantage that the organization can build on. These are characteristics of the organization; for example, present market position, size, image, or reputation. Searching out opportunities that match its strengths helps the organization to optimize the effects of synergy (I bid).

Weaknesses are negative aspects in the organization; for example, deficiencies in the present competencies or resources, or its image or

reputation, which limit its effectiveness and which need to be corrected. Examples of weaknesses include limited accommodation, high fixed cost, a bureaucratic structure, and a high level of customer complaints or a shortage of key managerial staff (I bid).

Opportunities are favourable conditions that usually arise from the nature of changes in the external environment; for example, new markets, improved economic factors or a failure of competitors. Opportunities provide the organization with the potential to offer new or to develop existing products, facilities or services (I bid, P155).

Threats are the opposites of opportunities and also arise from external developments. Examples include unfavourable changes in legislation, the introduction of radically new product by competitor, political or economic unrest, changing social conditions or the actions of pressure group (I bid).

2.4.2. Industry Analysis: Analysing the Task Environment

An industry is a group of firms producing a similar product or service, such as financial services or soft drinks. An examination of important stakeholder groups, such as suppliers and customers, in the task environment of a particular corporation is a part of industry analysis (Hunger, D.J., Wheelener, L.T, 2004, P35).

2.4.2.1. Michael Porter's Approach to Industry Analysis

Michael Porter, an authority on competitive strategy, contends that a corporation is most concerned with the intensity of competition within the industry. Basic competitive forces which are: Potential Entrants, Buyers, Substitutes, Suppliers, determine the intensity level. "The collective strength of these forces," he contends, "determines the ultimate profit potential in the industry, where profit potential is measured in terms of long-run return on invested capital." The stronger each of these forces is, the more companies are limited in their ability to raise prices and earn greater profits. Although Porter mentions only five forces, a sixth-*other stakeholders*- is added here to reflect the power that governments, local communities, and other groups

from the task environment wield over industry activities (Hunger, DJ., Wheelener, L.T, 2004, P36).

Using the model a strong force can be regarded as a threat because it is likely to reduce profits. In contrast, a weak force can be viewed as an opportunity because it may allow the company to earn greater profits. In short run, these forces act as constraints on a company's activities. In the long run, however, it may be possible for a company, through its choice of strategy, to change one or more of the forces to the company's advantage (I bid).

In carefully scanning its industry, the corporation must assess the importance to its success of each of the following six forces: threats of new entrants, rivalry among existing firms, threats of substitute products, bargaining power of buyers, bargaining power of suppliers, and relative power of other stakeholders (I bid, P2).

New Entrants: are newcomers to the existing industry. They typically bring new capacity, a desire to gain market share, and substantial resources (I bid, P37).

Rivalry: is the amount of direct competition in an industry. In most industries, corporations are mutually dependent. A competitive move by one firm can be expected to have a noticeable effect on its competitors and thus may cause retaliation or counter efforts (I bid).

Substitute: products are those products that appear to be different but can satisfy the same need as another product. According to Porter "substitutes limit the potential of an industry by placing a ceiling on the prices firms in the industry can profitably charge." (I bid).

Bargaining Power of Buyers: is the ability of buyers to affect an industry through their ability to force down prices, bargain for higher quality or more services, and play competitors against each other (I bid, P38).

Bargaining Power of Suppliers: is the ability of suppliers to raise prices or reduce the quality of purchased goods and services (I bid, P39).

Relative Power of Other Stakeholders: some of these other stakeholders are governments, local communities, creditors, trade associations, special interest groups, shareholders, and complementors. The importance of these stakeholders varies by industry (I bid, P39).

2.5. Strategy

A strategy of a corporation is a comprehensive plan stating how the corporation will achieve its mission and objectives. It maximizes competitive advantage and minimizes competitive disadvantage (Hunger, DJ., Wheelener, L.T, 2004, P7).

The typical business firm usually considers three types of strategy:

- **Corporate Strategy:** describes a company's overall direction in terms of its general attitude toward growth and the management of its various businesses and product lines. Corporate strategy comprises directional strategy, portfolio analysis, and parenting strategy. Corporate directional strategy is conceptualized in terms of stability, growth, and retrenchment (I bid).
- **Business Strategy:** usually occurs at the business unit or product level, and it emphasizes on improvement of the competitive position of a corporation's products or services in the specific industry or market segment served by that business unit. Business strategies are composed of *competitive* and *cooperative* strategies (I bid).
- **Functional Strategy:** is the approach taken by a functional area, such as marketing or research and development, to achieve corporate and business unit objectives and strategies by maximizing resources productivity. It is concerned with developing nurturing a distinctive competence to provide or business unit with a competitive advantage (I bid).

2.5.1. Strategy Formulation Framework

2.5.1.1. A Comprehensive Strategy- Formulation Framework

Formulation techniques can be integrated in to three-stage decision making framework as shown below. The tools presented in this framework are applicable to all sizes and types of organizations and can help strategists identify, evaluate, and select strategies (University of Pakistan, MGT603, P97).

- **Stage-1 (Formulation Framework)**
 - I. External Factor Evaluation
 - II. Competitive Matrix profile
 - III. Internal Factor Evaluation (I bid).
- **Stage-2 (Matching Stage)**
 - I. TWOS Matrix (Threats-Opportunities-Weaknesses-Strengths)
 - II. SPACE Matrix (Strategic Position and Action Evaluation)
 - III. BCG Matrix (Boston Consulting Group)
 - IV. IE Matrix (Internal and External)
 - V. GS Matrix (Grand Strategy) (I bid).
- **Stage-3 (Decision Stage)**
 - I. QSPM (I bid).

Starge-1 of the formulation framework consists of the EFE Matrix, the IFE Matrix, and the Competitive Profile Matrix, called the input stage, stage-1 summarizes the basic input information needed to formulate strategies (I bid).

Stage-2 called the matching stage focuses upon generating alternative strategies by aligning external and internal factors (I bid).

Stage-3 called the Decision Stage, and involves a single technique, the Qualitative Strategic Planning Matrix (QSPM). A QSPM uses input information from stage-1 to objectively evaluate feasible alternative strategies identified in stage-2. A QSPM reveals the relative attractiveness of

alternative strategies and, thus, provides an objective basis for selecting specific strategies (I bid, P98).

2.6. Strategic Analysis and Choice

2.6.1. Strategic Analysis

The aim of strategic analysis is to form a view of the main influences on the present and future obligation of the organization. This will obviously affect the strategic choice. Strategic analysis would cover the following areas:

- The environmental variables. Like political, economic, social and technological, as well as competitive factors and how they will affect the organization and its activities.
- The resource reliability and its relative strength and weakness.
- The aspiration and expectations of the groups, which have an interest in the organization. For example, shareholders, managers, owners, employees, and unions.
- The beliefs and assumptions that make up the organization will have an effect because they are the means of interpreting the environment and resource influences (ACCA study text, 2005, P27).

2.6.1.1. Strategic Position of the Organization

Strategic analysis is concerned with understanding the strategic, position of the organization. The stages of strategic analysis include the following:

- Definition of the mission is of fundamental importance since it answers the question: "what business are we in?" it might be expressed in the mission statement. It can serve three functions: it can be the fount of the organization's value system; it can indicate the firm's long- term approach to the business and its commercial rationale; and it can be used as a basis of the organization's public image. A mission rarely change (I bid).
- Goals are not necessarily quantified, but they relate the mission to the needs of different stakeholders such as customers,

employees and shareholders. These stakeholders might have conflicting interests. A stakeholder analysis is the technique to use for this part of the analysis (I bid).

- Objectives should embody mission. Generally they are quantitative measures, against which actual performance can be addressed. However, it would be wrong to say that only things that can be measured are important. For example the ethical dimension of objectives can be very important. Objectives do change. The key tools and techniques include measures such as performance, time scale deadlines (I bid).
- Corporate needs analysis is made up of environmental analysis (or external appraisal), the position audit, (incorporating an internal appraisal), which examines the current state of the organization, the corporate appraisal (or SWOT) analysis) follows from the first two stages and is a critical assessment of the strengths, weaknesses, opportunities, and threats affecting the organization in order to establish its position prior to the presentation of long-term plan. The gap analysis is based on forecast of current activities into the future; the aim is to identify any shortfall in projected results against objectives (I bid).

2.6.1.2. Expectation and Influence of Stakeholders.

A stakeholder can be defined as someone who has an interest in the well being of the organization. A typical list of stakeholders for a large company would include shareholders, employees, managers, customers, locality, suppliers, government and society at large (ACCA study text, 2005, P29).

- Shareholders- the owners of the organization are generally concerned with a steady flow of income (e.g. dividends), possible capital growth and continuation of the business (I bid).

- Managers- are generally concerned with pay and status, job security and individual performance measures. If an organization wishes to follow a strategy that results in a particular department being reduced in size or abolished, the manager of the department is likely to be hostile to the plan (I bid).
- Employees- are generally concerned with job security, pay and job satisfaction (I bid).
- Trade unions- unions within an organization are generally concerned with taking an active part in the decision- making process (I bid).
- Customers- are generally concerned with receiving goods and services of a reasonable quality and paying a reasonable price for them (I bid).
- Suppliers- are generally concerned with being payed promptly for goods and services delivered and receiving regular payments (I bid).
- Government and general public-are generally concerned that the organization is meeting relevant legal requirements and that it does not harm the outside environment (I bid).

2.6.2. Strategic Choice

Strategic choice follows strategic analysis and is based upon the following three elements:

- Generation of strategic options.
- Evaluation of options to assess their relative merits and feasibility.
- Selection of strategy or option that the organization will peruse. There could be more than one strategy chosen but there is a chance of an inherent danger or disadvantage to any choice made. Although there are techniques for evaluating specific options, the selection is often subjective and is likely to be

influenced by the values of managers and other groups with an interest in the organization. (ACCA study text, 2005, P31).

2.6.2.1. Generation of Strategic Options

There may be several possible courses of action open to the organization. For example, an international retailer may need to decide on areas such as:

- Which areas of the world are most important to concentrate on?
- Whether it is possible to maintain a common basis of trading across all the different countries.
- Whether it is necessary to introduce variations by market focus.
- What strategic directions are necessary for product development and product range?
- Should the company attempt to follow these strategies by internal development or joint venture activity through franchising (ACCA study text, 2005, P30).

All of these considerations are important and needed careful consideration: indeed, in developing strategies, a potential danger is that managers do not consider any but the most obvious course of action- and the most obvious is not necessarily the best. A helpful step in strategic choice can be to generate strategic options (I bid).

Strategic options generation is the process of establishing a choice of possible future strategies. These are three main areas to consider:

- Porter describes certain competitive strategies which an organization may pursue for competitive advantage (a condition which is proof against 'erosion by competitor behaviour or industry evolution'). They determine how you can compete (I bid).
- Ansoff describes product-market strategies (which markets you should enter or leave). They determine where you compete and the direction of growth (I bid).

- Institutional strategies (that is: relationships with other organizations) determine the method of growth (I bid).

2.6.2.2. Evaluation of the Options.

Strategic options can be examined in the context of strategic analysis to assess their relative merits. In deciding on any of the options that they may face, the organization might want to know whether they are suitable to the firm's existing position. They need to know which of these options builds upon strengths, overcomes a weakness and takes advantage of opportunities, while minimising or circumventing the threats the business faces. This is called the search for strategic fit or suitability of the strategy. However, a second set of question is important:

- To what extent could a chosen strategy be put into effect?
- Could required finance be raised, sufficient stock be made available at the right time and in the right place, staff be recruited and trained to reflect the sort of image the organization is trying to project? These are questions of feasibility (ACCA study text, 2005, P31).

2.6.2.3. Selection of Strategy or Option

This is the process of selecting those options, which the organization will peruse. There could be just one strategy chosen or several. There is unlikely to be a clear-cut 'right' or 'wrong' choice because any strategy must inevitably have some dangers or disadvantages. So in this end, choice is likely to be a matter of judgement. It is important to understand that the selection process cannot be always be viewed or understood as a purely objective, logical act. It is strongly influenced by the values of managers and other groups with interest in the organization, and ultimately may vary very much reflect the power structure in the organization (ACCA study text, 2005, P30).

2.7. Strategic Planning

Strategic plan tend to be long- range. They involve analysis of the work environment, the economic issues, the trends and existing competition. The intent of strategic plan is to shape the future of the organization, either totally or partially. Strategic are the basis for developing operating plans, which outlines how the business or department runs on a daily basis.

Benefits of strategic plan are, establishing a vision for the organization, setting overall direction, and serving to unite divisions or departments under a single, overall mission(Peter.C, 2001, P 20).

2.8. Designing and Implementing a Technology Strategy

In today's competitive environment, technology is a resource of primary importance to most organizations. As such, its management must be part of firm's overall business strategy. (Robert. A., Modesto. A., Stevenc. W, 1996,P P121)

Technology strategy encompasses, but exceeds beyond, research and development strategy. It helps answer questions such as:

- Which distinctive technological competencies and capabilities are necessary to establish and maintain competitive advantage?
- Which technologies should be used to implement core product design concepts and how should these technologies be embodied in products?
- At what level should the organization invest in technology developments?
- Should technologies be sources internally or externally?
- When and how should new technology be introduced to the market?
- How should technology and innovation be organized and managed? (I bid).

Technology strategy can be conceptualized as an evolutionary organizational learning process which highlights the links between technical competencies and capabilities, technology strategy, and experience (I bid).

2.9. Interrelationship between Formulation and Implementation

It is to be noted that the division of strategic management into different phases is only for orderly study. In real life, the formulation and implementation process are intertwined. Two types of linkage exist between these two phases of strategic management. The forward linkages deal with the impact of the formulation on the implementation while the backward linkages are concerned with the impact in the opposite direction. On the other hand, formulation is primarily an entrepreneurial activity, based on strategic decision-making, the implementation of strategy is mainly an administrative task based on strategic as well as operational decision-making. Looked at from another angle, formulation is a managerial task requiring analysis and thinking, implementation primarily rest on action and doing (Azhar.K 2002, P292).

Forward Linkages: the different elements in strategy formulation starting with the various constituents of strategic intent through environmental and organizational appraisal, strategic alternatives, strategic analysis and choice and ending with strategic plan, determine the course that an organisation adopts for itself. With the formulation of new strategies, or reformulation of leading to modified strategies, many changes have to be effected within the organisation. For instance, the organisational structure has to undergo a change in light of requirements of, modified or new strategies. Clearly, the strategies formulated provide the direction to implementation. In this way the, formulation of strategies has forward linkages with their implementation (I bid).

Backward Linkages: just as implementation is determined by the formulation of strategies, the formulation is also affected by factors related with implementation. Past strategic actions also determine the choice of strategy. Organisations tend to adopt these strategies which can be

implemented with the help of the present structure of resources combined with some additional efforts. Such incremental changes, over a period of time, take the organisation from where it is to where it wishes to be (I bid).

2.10. Strategic Implementation

Strategy implementation is the sum of the activities and choices required for the execution of a strategic plan. It is the process by which strategies and policies are put into action through the development of programs, budgets, and procedures. Although implementation is usually considered after strategy has been formulated, implementation is a key part of strategic management. To begin implementation strategists must consider the following three questions: (Hunger, D.J, and Wheelener, L.T, 2004, P122)

- Who are the people who will carry out the strategic plan?
- What must be done?
- How are they going to do what is needed? (I bid).

Who Implements Strategy? Depending on how the corporation is organized, those who implement strategy will probably be a much more diverse group of people than those who formulate it. In most large, multi-industry corporations, the implementers will be everyone in the organisation. Vice presidents of functional areas and directors of divisions or business units will work with their subordinates to put together large-scale implementation plans. Plant managers, project managers, and unit heads will put together plans for their specific plants, departments, and units. Therefore, every operational manager down to the first line supervisor and every employee will be involved in some way in implementing corporate, business, and functional strategies (I bid).

What must be done? The managers of divisions and functional areas work with their fellow managers to develop programs, budgets, and procedures for implementation of strategy. They also work to achieve synergy among the divisions and functional areas in order to establish and maintain a company's distinctive competence (I bid, P123).

How is Strategy to be implemented? Before plans can lead to actual performance, top management must ensure that the corporation is appropriately organized, programs are adequately staffed, and activities are being directed toward the achievement of desired objectives (I bid).

A change in corporate strategy will likely require some sort of change in organizational structure and in the skills needed in particular positions. Strategic managers must therefore closely examine how their company is structured to decide what, if any, changes should be made in the way work is accomplished. Should activities be grouped differently? Should the authority to make key decisions be centralized at headquarters or decentralized to managers at distant locations? Should the company be managed tightly with many rules and controls or loosely with few rules and controls? Should the corporation be organized into a tall structure with many layers of managers, each having a narrow span of control (that is, few employees to supervise) for better control of subordinates; or should it be organized into flat structure with fewer layers of managers, each having a wide span of control (that is, more employees to supervise) to give more freedom to subordinates (I bid, P124).

Management should have addressed these questions and similar ones initially when they analysed the pros and cons of strategic alternatives, but the questions must be addressed again before management can make appropriate implementation plans. Unless top management can answer these basic questions satisfactorily, even the best planned strategy is unlikely to provide the desired outcome (I bid, P122).

Strategy implementation deals with doing what is planned. This means changing products, services, organization structures, systems, resources and style as per strategy. Implementation must be monitored at regular intervals and deficiencies must be sorted out. Implementation can be discussed in the following sub themes:

Project Implementation: it deals with implementation of projects, which are as per the strategy (Rao, M.P, and Jain, K.T, 1999, P22).

Procedural Implementation: it is to prepare right procedure and system for proper strategic implementation (I bid).

Resource Allocation: it involves strategic budgeting, resource allocation and resource sharing (I bid).

Structural implementation: it is to create a fit between organisational structure and strategy often necessitates a change in structure (I bid).

Behavioural Implementation: it is the core of change management in the organisation. It involves dealing with people and changing them. It is the most complex of all changes (I bid).

Leadership Implementation: adopting appropriate leadership style according to strategy is important. Different styles are important in different circumstances. Organisation must study the situation and accordingly apply appropriate leadership. A related aspect is management of cultural change in organisation. If the gap between the present leadership style and value system and desired value system is very high, the organisation must approach some organisation Development Expert and adopt OD interventions for changing the organisation (I bid, P24).

Culture and Strategic Management: strategic management is redefining the future. Culture and value system of an organisation has an impact on the future of the organisation. It is important for managers to understand culture. Culture is a sum total of common beliefs, values, understanding, rituals, shared meanings, symbols, rites, norms that pervade the organisation. It is culture that makes an organisation different from other organisation (I bid, P22).

Culture is defined as "a common perception held by the organisation's members; a system of shared meaning. Corporate culture is manifested in

an organisation in the following form: share things, shared sayings, shared actions, shared feelings. Top management has not only to study culture but also to play a vital role to shape the culture of the organisation (bid).

Functional Implementation: functional management involves changing the functional profiles of organisation. The changes in key thrust areas in different functions may be necessitated due to change in strategy (I bid).

2.10.1. Aspects of Strategic Implementation

The different aspects involved in strategy implementation cover practically everything that is included in the discipline of management studies. A strategies, therefore, has to bring to his or her task a wide range of knowledge, skills, attitudes, and abilities. The implementation tasks put to test the strategists' abilities to allocate resources, design structures, and systems, formulate functional policies, take into account the leadership styles required, and plan for operational effectiveness, besides dealing with other various issues (Azhar.K, 2002, P292).

The strategic plan devised by the organization proposes the manner in which the strategies could be put into action. Strategies, by themselves, do not lead to action. They are, in a sense, a statement of intent: implementation tasks are meant to realise the intent. Strategies therefore have to be activated through implementation (I bid).

Strategies lead to several plans. Each plan leads to several programs. Each program results in several projects. Projects are supported by funds through budgets. The administrative mechanism of policies, procedures, rules and regulations support the working of the organization while it implements the projects, programs, plans, and strategies (I bid, P293).

2.10.2. Implementation Process

The implementation of strategy has to be planned. This is the conversion of the strategy into detailed objectives for operating units

- Some plans go into detail specifications as to how the activities should be carried out.
- Others will specify targets which managers are expected to reach on their own initiative (ACCA study text, 2005, P31).

The implementation process can also be thought of having several parts:

- Resource planning and logistics of implementation. The process will address the problems of the tasks that need to be carried out and also the timing of them. There may need to be changes in the mix of resources required to implement the strategy and decisions will need to be taken about who is to be responsible for the changes (I bid).
- The organization structure may need to be changed. For example, from hierarchical to matrix or from centralised to decentralised (I bid).

The systems employed to manage the organization may be improved. These systems provide the informational and operational procedures needed in the organization. It may be that a new information management system is required to monitor the progress of the strategy. Staff may need to be retrained or new staff recruited (I bid).

2.10.2.1. Resource Planning

Resource planning covers finance, human resource management and physical resources such as land and buildings. It involves assessing the key tasks to satisfy the critical success factors, and resources to be allocated to the key tasks. It is concerned with the following questions:

- What are the key tasks that need to be carried out?
- What changes need to be made in the resources mix of the organization?
- By when?
- Who is to be responsible for the change? (ACCA study text, 2005,P32)

2.10.2.2. Structure

It is likely that changes in organizational structure will be needed to carry through the strategy and there is also likely to be a need adopt the systems used to manage the organization (ACCA study text, 2005, P33).

Organization structure- lines of authority and communication must be established, which are appropriate to the way the strategy is broken down in to detailed targets (I bid).

Systems are necessary to provide the necessary strategic information, as well as essential operational procedures. Control systems are used to assess performance. The types of question that will need answering include:

- What will different departments will be held responsible for?
- What sorts of information system are needed to monitor the progress of the strategy?
- Is there a need for retraining of the work force? (I bid).

Implementation involves devising multiple sub-strategies for products and markets, human resources and so on (I bid).

CHAPTER THREE

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

The presentation, analysis and interpretation of the data gathered through questioner and interview is included in this chapter. Frequency distribution integrated with tabular presentation is used to present the data gathered through questionnaires. After the analysis is undertaken through percentile ranking, interpretation has been forwarded below each table. The data gathered through interview is integrated with the interpretation part of the questioner. It must be noted that the interview is conducted only with the 'Corporate Planning Department' manager of the organization; this is because other top level managements of the bank were not willing to be interviewed because of several reasons. Fortunately, the strategic plan of the bank is designed by the 'Corporate Planning Department' for this reason the input from the interview is quite relevant and satisfactory.

Since the respondents are classified into two strata, the data presentation, analysis and interpretation on similar sub-titles is conducted on separate tables for each stratum. Any differences, similarities and contradictions on the responses of the respondents are viewed when necessary so as to form a concrete base for conclusion.

3.1. Background of Respondents

Table 1. Personal Information of Respondents

No	Item		Respondents			
			Management		Employee	
			Frequency	Percentage	Frequency	Percentage
1	Sex	Male	6	85.7	35	79.5
		Female	1	14.3	9	20.4
		Total	7	100	44	99.9
2	Age	18-24	-	-	5	11.4
		25-31	-	-	18	40.9
		32-45	5	71.4	21	47.7
		Greater than 45	2	28.6	-	-
		Total	7	100	44	100
		3	Level of Education	Below 10 th grade	-	-
10 th grade	-			-	-	-
10+1	-			-	-	-
10+2	-			-	-	-
Certificate	-			-	1	2.3
Diploma	-			-	14	31.8
1 st Degree	5			71.4	24	54.5
2 nd Degree	2			28.6	4	9.1
Above 2 nd Degree	-			-	-	-
Any other	-			-	-	-
Total	7	100	44	100		
4	Experience	Below 1 year	-	-	1	2.3
		1-3 years	-	-	14	31.8
		4-6 years	-	-	7	15.9
		7-9 years	1	14.3	12	27.3
		Above 9 years	6	85.7	10	22.7
		Total	7	100	44	100

As we can see from item one in the above table, the majority of the respondents are male in both strata. The number of male managers in the sample are 6 (85.7%) when 1 (14.3%) is female. This implies the majority of the managements of the bank are male; therefore the bank doesn't have an equal distribution of both sexes in its composition of work force at higher positions.

The amount of male employees in the sample are 35 (79.5%) whereas, 9 (20.4%) are female. Here again, the bank doesn't have an equal distribution of both sexes in its work force. When it comes to age, 5 (71.4%) of the managers of the bank are in between 32 and 45; hence, they are found under in middle the age group. Similarly, 21 (47.7%) of the employees are found in between 32 and 45; in addition, 18 (40.9%) are in between 25 and 31. From this data one can clearly see that 39 (88.6%) of the employee's are in between 25 and 45; therefore, the organization is composed of young and middle age work force.

5 (71.4%) of the managers and 24 (54.5%) of the employees in the organization have first degree. This clearly indicates the organization lacks man power in masters and PHD level in both management and employees. Therefore, work processes that require high analytical ability might not be possible to be undertaken by the bank's own employees.

Most of the managers which are 6 (85.7%) have an experience above 9 years; therefore, they are familiar with and well aware of the work environment. On the contrary, one can clearly see that the employees have a diversified level of experience; which is extremely helpful to get responses from different perspectives.

3.2. Analysis of the Findings

3.2.1. The Environmental Scanning and Industry Analysis Practice of the Bank.

Table 2. The Environmental Scanning Practice to Avoid Unnecessary Strategic Surprises

Item	Responses	Frequency	Percentage
The ability of the bank to avoid unnecessary strategic surprises and insure long term organizational health by monitoring, evaluating, and gathering timely relevant information from external and internal environment.	Very strong	5	11.36
	Strong	10	22.72
	Medium	19	43.18
	Weak	10	22.72
	Very weak	-	-
Total		44	99.98

Table.2 show the responses gathered from the employees of the bank concerning its practice in environmental scanning so as to insure long-term organizational health. 19 (43.18%) and 10(22.72%) of the employees believe the bank's practice on environmental scanning to the extent which can enable it to insure long term organizational health is medium and weak respectively. As a result, 29 (65.90%) of the employees said the bank is not undertaking strong or very strong environmental scanning.

Table 3. The Extent of the Bank's Environmental Scanning Practice

Item	Responses	Frequency	Percentage
The responses of the managers on the strength of environmental scanning practice of the bank when it formulates its strategic plan.	Very strong	1	14.28
	Strong	5	71.42
	Medium	1	14.27
	Weak	-	-
	Very weak	-	-
Total		7	99.97

The above table shows the responses of the managements in the bank's environmental scanning practice. As it can be seen from the table, 5 (71.42%) of the managers have said that their bank's environmental scanning practice is strong.

According to the interview held with the manager of the corporate planning department, the bank analyzes its environment through the use of SWOT matrix and PEST, but it doesn't prepare actions that can help to mitigate the weaknesses after it has completed the SWOT matrix.

The employee's perspectives towards the bank's environmental scanning practice totally differ from that of the management. Moreover, the manager of the corporate planning department believes there are weaknesses in this area. This contradiction is an indication of the lack of communication and transparency that exists between the employees and the management.

Table 4. The Industry Analysis Practice

Item	Responses	Frequency	Percentage
The responses of the managers when it comes to the industry analysis practice of the bank so as formulate its strategic plan.	Very strong	2	28.57
	Strong	5	71.42
	Medium	-	-
	Weak	-	-
	Very weak	-	-
Total		7	99.99

As said by 5 (71.42%) and 2 (28.57%) of the bank's managers believe the industry analysis practice strong and very strong respectively. According to (Hunger, DJ., Wheelener, L.T, 2004, P53) : an examination of important stakeholder groups, such as suppliers and customers, in the task environment of a particular corporation is a part of industry analysis. Therefore, if the managers believe that their practice is strong, then they must examine important stakeholder groups in order to get all the needed information for industry analysis.

Table 5. Examination of Important Stakeholder Groups

Item	Responses	Frequency	Percentage
The extent to which the bank examines important stakeholder groups when it performs industry analysis.	Most often	4	57.14
	Often	1	14.28
	Sometimes	2	28.57
	Rarely	-	-
	Not at all	-	-
Total		7	99.99

More than half of the bank's managers which are 4 (57.14%) say their organization conducts an examination of important stakeholders most often; whereas, 2 (28.57%) believe it is done some times. From the above data it would be wise to conclude the industry analysis of the bank fairly incorporates the examination of important stakeholder groups but it can't be said outstanding.

The interview held indicates that the bank conducts analysis of stakeholders and related parties when it performs its industry analysis. Nevertheless, it both internal and external stakeholders are not addressed to the extent that they should be. This is because of the great deal of budget required to undertake a satisfactory analysis of stakeholders. Concerning its employees the bank has included human resource development in its five-year strategic plan so as to increase staff efficiency. Critical issues like, job security, pay, and job satisfaction are incorporated when the bank performs analysis of employees since being able to satisfy the employees concerning such matters can help to keep the work force motivated and develop feeling of belongingness.

3.2.2. The Bank's Strategy Formulation Frame Work and its Practice of Strategic Analysis and Choice.

Table 6. Application of Strategy Formulation Frame Work

Item	Responses	Frequency	Percentage
The perspective of the bank's managers on the application of applicable strategy formulation framework when the bank formulates its strategic plan.	Strongly Agree	-	-
	Agree	5	71.42
	Neutral	1	14.28
	Disagree	1	14.28
	Strongly disagree	-	-
Total		7	99.98

5 (71.42%) of the managers of the bank agree the organization uses applicable strategy formulation tools in order to summarize the basic input in formations needed to formulate strategies. On the contrary, 1 (14.28%) disagree that the bank uses applicable strategy formulation frame works. The rest of the managers are neutral which is an indication that they don't have any idea about strategy formulation frame works. Since strategy formulation should involve all the mangers of the bank it is expected that they have similar perspectives on the formulated strategy but obviously lack of communication exists between the managers of the bank.

Table 7. The Strategic Analysis Practice of the Bank

Item	Responses	Frequency	Percentage
The extent of the bank's strategic analysis to form a view of the main influences on its present and future obligations.	Most often	-	-
	Often	1	14.28
	Sometimes	4	57.14
	Rarely	2	28.57
	Not at all	-	-
Total		7	99.99

The majority of the managers which are 4 (57.14%) believe strategic analysis is sometimes undertaken in the bank. In addition 2 (28.57%) believe it is done rarely. The implication of 6 (85.71%) of responses is obviously negative when it comes to the bank's strategic analysis and choice practice. As indicated in the literature review areas that need to be covered in strategic analysis are quite vital for strategy formulation, but it would be impossible for the bank to address all the important areas that can be covered by strategic analysis and choice if it doesn't conduct it on a frequent basis.

Table 8. The Strategic Choice Practice of the Bank

Item	Responses	Frequency	Percentage
The extent to which the bank practice's strategic choice in order to generate alternative strategies and to select one or several best-fit-strategies	Most often	-	-
	Often	2	28.57
	Sometimes	3	42.85
	Rarely	2	28.57
	Not at all	-	-
Total		7	99.99

3 (42.85%) of the managers say their organization sometimes uses strategic choice. In addition, 2 (28.57%) believe the bank rarely practices strategic choice. The responses imply 5 (71.42%) of the managers think the practice of strategic choice is not satisfactory. Since strategic choice includes generation of strategic options, evaluation of the options to assess their relative merits, and feasibility, and selection of the option that the organization will peruse. (ACCA Study Text, 2005, P31), an organization weak at strategic choice can't be successful in its strategy formulation.

Even though the managers agreed that they use applicable strategy formulation frame work, most of them don't confidently relay on the bank's strategic analysis and choice practice. If the organization uses proper strategy formulation framework, then it would have used strategic analysis and choice very frequently when it formulates its strategic plan.

Table 9. The Perspectives of Employees on the Competencies of the Bank

Item	Responses	Frequency	Percentage
The perspective of employees when they were asked if the bank has one or more special qualities which can help it withstand pressures of competition.	Strongly Agree	9	20.45
	Agree	21	47.72
	Neutral	5	11.36
	Disagree	8	18.18
	Strongly disagree	1	2.27
Total		44	99.98

Most of the bank's employees believe the bank has one or more special qualities (competencies) which can help the bank withstand pressures of competition. 21 (47.72%) and 9 (20.45%) agree and strongly agree respectively that the bank has competencies. Nevertheless, unless the bank performs an outstanding internal organizational appraisal, and a reliable strategic analysis and choice, it might be impossible for it to identify its 'distinctive competencies' which can be the core stone for strategy formulation.

According to the interview, the bank has a plan to enhance its internal capacity so as to be able to strengthen its competencies and overcome its weakness in order to exploit opportunities and minimize threats.

3.3.3. Interrelationship between Formulation and Implementation

Table10. The Forward Linkage between Formulation and Implementation

Item	Responses	Frequency	Percentage
The contribution of the formulated strategic plan in providing a clear direction to implementation according to the perspective of the mangers.	Very strong	-	-
	Strong	1	14.28
	Medium	3	42.85
	Weak	3	42.85
	Very weak	-	-
Total		7	99.97

The managers of the bank think the formulated strategic plan has drawbacks in providing a clear direction to implementation. As it can be seen from the table, 3 (42.85%) think the formulated strategic plan has a medium advantage in providing a clear direction to implementation when an equal percentage argues that it is weak. This indicates that the gaps shown in environmental scanning, industry analysis, and strategic analysis and choice are not allowing the organization to select the best-fit strategy and undertake the necessary changes need in the organization.

Table 11. The Ease of the Strategic Plan for Implementation

Item	Responses	Frequency	Percentage
The perspective of the bank's employees if the strategic plan of the bank has an ease of implementation.	Strongly Agree	8	18.18
	Agree	9	20.45
	Neutral	19	43.18
	Disagree	5	11.36
	Strongly disagree	3	6.81
Total		44	99.71

19 (43.18%) of the employees don't have anything to say about the strategic plan's ease for implementation. This is an indication of their lack of awareness about the significance of the strategic plan on their daily activity. On the other hand, 8 (18.18%) and 9 (20.45%) strongly agree and agree respectively that the strategic plan is easy to implement when 5 (11.36%) disagree and 3 (6.81%) strongly disagree. Therefore, most of the responses stand against the clarity of the strategic plan.

3.3.4. The Basic Questions that need to be addressed before Strategy is Implemented

Table 12. What must be Done to Implement the Strategy

Item	Responses	Frequency	Percentage
The strategists of the bank prepare the strategic plan specifying <i>what</i> must be done to implement it.	Strongly Agree	1	14.28
	Agree	1	14.28
	Neutral	2	28.57
	Disagree	3	42.85
	Strongly disagree	-	-
Total		7	99.98

3 (42.85%) of the managers disagree that the strategic plan specifies what must be done to implement it, when 2 (28.57%) are neutral. This indicates that most of them know some of the weaknesses in the strategic plan, when some of them remain confused about the design of the strategic plan. On the contrary 2 (28.56) of the managers believe the strategic plan specifies what must be done to implement it. The responses of the managers clearly prove their differences in awareness, understanding and communication.

Concerning what must be done to implement the strategy, the interview held with has indicated the bank's weakness in preparing 'gross action plan' to indicate what must be done to implement the strategic plan. When a certain organization knows what must be done, it is easier for managers to develop programs, budgets, and procedures to implement the strategy (Hunger, D.J, and Wheelener, L.T, 2004, P122), but the problem mentioned above might be an obstacle to do so.

Table 13. Who Implements Strategy

Item	Responses	Frequency	Percentage
The contribution of bank's strategic plan in clearly indicating <i>who</i> is responsible to implement it.	Very strong	8	18.18
	Strong	9	20.45
	Medium	10	22.72
	Weak	14	31.18
	Very weak	3	6.81
Total		44	99.34

The majority of the employees which is 14 (31.18%) said the strategic plan of the bank is weak at indicating who is responsible to implement it. Even though every employee is involved in implementing the strategic plan, their responsibilities in the implementation must have been confusing to them. 9 (20.45%) and 8 (18.18%) of the employees say the strategic plan is strong and very strong respectively in indicating who is responsible to implement it. Therefore, 17 (38.63%) have positive perspective when 17 (37.99%) stand in opposition. The rest of the employees say it is medium in indicating who is responsible. As it can be seen, the weak side can outweigh if the voice of those who say medium is summed with those who say weak and very weak.

Table 14. How is Strategy to be Implemented

Item	Responses	Frequency	Percentage
The perspectives of employees when they were asked if the strategic plan of the bank clearly indicates <i>how</i> it can be implemented.	Strongly Agree	7	15.91
	Agree	21	47.72
	Neutral	9	20.45
	Disagree	4	9.1
	Strongly disagree	3	6.81
Total		44	99.99

21 (47.72%) of the employees agree and 7 (15.91%) strongly agree that the strategic plan clearly indicates how it can be implemented when 9 (20.45%) chose to be neutral. On the other hand, 4 (9.1%) disagree and 3 (6.18%) strongly disagree. As it can be imagined, if an organization doesn't clearly develop programs, budgets, and procedures to have a clear view of what must be done, its efforts to insure if the organization is appropriately organized, if programs are adequately staffed, and if activities are being directed towards the achievement of desired objectives; would be of no value. This is because without having a clear and relevant plan with the right man power to implement it, an organization can't achieve anything by simply organizing for action and undertaking changes to implement the plan.

3.3.5. The Implementation Process of the Bank

Table 15. Resource Planning of the Bank

Item	Responses	Frequency	Percentage
The extent to which the bank incorporates resource planning in its implementation process.	Most often	2	28.57
	Often	5	71.42
	Sometimes	-	-
	Rarely	-	-
	Not at all	-	-
Total		7	99.99

Most of the managers say resource planning is considered often in the implementation process of the bank and a considerable amount also say it is undertaken most often.

As mentioned in the interview, the resource planning of the bank includes: improving financial performance by raising the level of capital, resource mobilization, and human resource development. In addition, the management also believes the implementation process of the bank is good enough to activate the strategies.

Therefore, the key tasks that need to be carried out, the changes that need to be made on the resource mix of the organization, the time to make the changes, and the individuals who are responsible for the changes are expected to be addressed if the resource planning is done often and properly. But if the organization has a gap in environmental scanning, and in indicating what must be done to implement the strategy and who is responsible to implement the strategy, it would be difficult for it to have an effective resource planning and implementation process though the managers say their bank exercises resource planning.

Table 16. Change in Organizational Structure so as to Facilitate the Implementation

Item	Responses	Frequency	Percentage
The perspectives of the mangers when they were asked if the organizational structure of the bank is changed in accordance with its strategic plan so as to facillitate the implementation.	Strongly Agree	3	42.85
	Agree	4	57.14
	Neutral	-	-
	Disagree	-	-
	Strongly disagree	-	-
Total		7	99.99

4 (57.14%) of the mangers agree the organizational structure is changed in accordance with the strategy. Moreover, 3 (42.85%) strongly agree on this issue. On the other hand, it is been indicted from the interview that the bank undertakes the revision of its organizational structure every three years. This is done to establish lines of authority and communication in order to break down the strategy into detailed targets.

Nevertheless, the mangers of the bank seem to have different perspectives on the banks performance regarding what must be done to implement it and their employees also say the bank's strategy is not satisfactory in indicating who is responsible to implement it. Having this in mind, it can be difficult for the organization to formulate an effective organizational structure when it has a problem in indicating what must be done to implement the strategic plan, and who is responsible to implement it.

3.3.6. Sub Themes of Implementation

Table 17. The Procedural Implementation Practice of the Bank

Item	Responses	Frequency	Percentage
The extent to which the bank uses procedural implementation when it implements its strategic plan.	Most often	-	-
	Often	2	28.57
	Sometimes	3	42.85
	Rarely	2	28.57
	Not at all	-	-
Total		7	99.99

3 (42.85%) of the managers say the bank sometimes uses procedural implementation when it implements its strategic plan. Since procedural implementation is all about preparing right procedure and system for proper strategic implementation (Rao, M.P and Jain, K.T,1999, P22), the organization must have to use procedural implementation whenever it implements its strategic plan. Nevertheless, the gaps in the bank's strategy implementation practice are more likely to impose a significantly on its effectiveness in the application of procedural implementation. The fact that 5 (71.42%) of the managers believe the bank doesn't use procedural implementation most often or often can clearly show the bank doesn't exercise procedural implementation frequently.

Table18. The Culture and Strategic Management Practice of the Organization

Item	Responses	Frequency	Percentage
The top level managements of the bank involve employees in developing new cultures consistent with the strategic plan and the objectives of the bank in order to make the implementation practice easy.	Strongly Agree	4	9.09
	Agree	10	22.72
	Neutral	5	11.36
	Disagree	22	50
	Strongly disagree	3	6.8
Total		44	99.97

Top level management should involve employees in developing new culture consistent with strategy and objectives of the organization, particularly in developing symbols, logo, panchile, and rituals of the organization (Rao, M.P and Jain, K.T,1999, P22). Keeping this in mind 22 (50%) of the employees say the bank doesn't involve them in developing new cultures consistent with the strategic plan and the objective of the bank in order to make the implementation practice easy.

On the contrary, the interview held with the manger of the corporate planning department indicates that the bank involves every employee in the implementation as much as possible since strategy implementation requires a wide range of knowledge, skill, ability, and attitude".

The contradiction that exists in the responses of the employees and the corporate planning manager clearly shows the lack of communication and understanding between the management and employees.

CHAPTER FOUR

SUMMARY, CONCLUSION AND RECOMMENDATIONS

4.1. Summary

This chapter deals with the summary, conclusions and recommendations of the major findings of the research.

- Of the entire bank's managers, 6 (85.7%) are male whereas 35 (79.5%) of the employees are male. In addition, 5 (71.4%) of the managers and 39 (88.6%) of the employees are found between the ages of 32-45. On the other hand, 5 (71.4%) of the managers and 24 (54.5%) of the employees have first degree. Moreover, 6 (85.7%) of the managers have an experience more than 9 years when the employees have a diversified level of experience.
- The bank performs external and internal environmental scanning. 5 (71.42%) of the managers believe the bank undertakes strong environmental scanning when 19 (43.18%) of the employees say medium.
- As said by 5 (71.42%) of the managers, the bank undertakes strong industry analysis. Because of the lack in budget, the analysis of stakeholders is not done to the extent it should be, but the bank fairly incorporates the analysis of stakeholders since 4 (57.14%) of its managers say it conducts analysis of stakeholders most often when it performs industry analysis.
- When 5 (71.42%) of the managers say the bank uses applicable strategy formulation frame work, about 4 (57.14%) of the managers say strategic analysis is practiced sometimes. In addition, 3 (42.85%) of the managers say strategic choice is practiced sometimes when they formulate strategies.
- The majority of the employees; which is, 21 (47.72%) believe the bank has competencies.

- A good number of the bank's managers; which is 3 (42.85%) say the bank's strategic plan has a medium contribution in providing a clear direction to implementation. Moreover, 3 (42.85%) of the managers also say the bank's strategic plan is weak in providing a clear direction to implementation.
- *How* the strategy can be implemented is well thought by the bank as indicated by 21 (47.72%) of its employees. *What* must be done to implement it and *who* are responsible to implement it are not adequately indicated in the bank's five year strategic plan. About 3 (42.85%) of the managers disagree that the strategic plan specifies what must be done; in contrast, 14 (31.18%) of the employees say it is weak in indicating who is responsible to implement it.
- Resource planning is addressed in the implementation process of the bank as pointed out by 5 (71.42%) of the managers.
- The organisational structure of the bank is reviewed every three years so as to establish effective and efficient lines of authority and communication. This is supported by 4 (57.14%) of the bank's managers.
- Procedural implementation is exercised sometimes according to 3 (42.85%) of the bank's managers belief.
- The bank does not let employees participate employees in developing new cultures consistent with the strategy and objectives of the organisation as pointed out by 22 (50%) of the employees.

4.2. Conclusions

The bank undertakes environmental scanning through the use of PEST and SWOT analysis but it fails to prepare actions to mitigate weaknesses which are found internally in the bank. In addition the employees of the bank say its environmental scanning has an average contribution in avoiding strategic surprises and insuring long term organizational health when the bank's managers say otherwise. This is obvious disagreement between the managers

and the employees which is an indication that there is still work to be done in this area.

Most of the bank's managers say the bank uses applicable strategy formulation framework. Again, numerous amounts of the managers believe that the strategic analysis and choice is practiced sometimes. Since strategic analysis is used less frequently the bank is obviously facing a hard time to form a view of the main influence on its present and future obligations. The fact that it uses strategic choice less frequently is also preventing the bank from generating strategic options, evaluating the options, and selecting strategy or options that it can peruse. Although the bank uses applicable strategy formulation framework, the fact that it uses strategic analysis and choice less frequently makes the applied framework unreliable.

The bank indicates how strategy can be implemented but it doesn't adequately indicate what must be done to implement it and who is responsible to implement it. As a matter of fact, organizing for action and preparing to undertake changes is nothing if the necessary programs, budgets and procedures are not established and if who is responsible to undertake the changes and implement the actions is not clearly stated. The problem of the bank in indicating who is responsible to implement the strategy and what must be done to implement it, can also make the resource planning and the effort made to revise the organizational structure incomplete and ineffective.

The bank's failure to adhere to its branch expansion strategy, the delay in implementation, the problem in systematic identification of corporate customers and proper care to strength business ties is obviously caused by the problems mentioned so far. This is a clear indication of the impact the strategy formulation has on implementation and the reverse. Finally, because of the above reasons the bank is more likely to face a hard time in using its competencies to its advantage.

4.3. Recommendations

- The bank should scan its external environment effectively through the uses of PEST since the external environment variables influence its long-run decisions. In addition, organisational resources, organisational behaviour, strengths and weaknesses, synergetic effects, competencies, organisational capability, and strategic advantages should be carefully scanned when the bank undertakes internal environmental scanning. The SWOT analysis which is useful for a critical assessment of the internal appraisal of the bank's strengths and weaknesses, and the external appraisal of opportunities, and threats open to the bank in competition within the industry; must provide a summarized analysis of the bank's present position in the market. In doing so, the bank can use its strengths to overcome its weaknesses, in order to exploit opportunities and minimize the effects of the threats. Eventually, the industry analysis would be much satisfactory if it incorporates Michael Porter's approach to industry analysis since it can enable it to see the intensity of competition within the bank industry.
- The bank should use applicable strategy formulation frame work in a way that maximizes the application of strategic analysis and choice since strategic analysis and choice are the basic elements in proper strategy formulation frame work. It should also use different tools of strategy formulation so as to come up with alternative strategies and to select one or more best fit strategies. Moreover, it should also use QSPM to objectively evaluate the feasible alternative strategies identified.
- Clearly understanding the impact of specifying what must be done, how strategy can be implemented, who is responsible to implement the strategy on the bank's implementation process, and applying these questions properly to the bank's benefit can improve the resource planning and the revision of the organizational structure.

- The delay in implementation can be solved by formulating a best-fit strategy and by applying an effective implementation process. The problem of systematically identifying corporate customers to strengthen business ties can be solved through a deep analysis of stakeholders. The failure to adhere to its branch expansion strategy can be the cause of the problems mentioned in the implementation of the strategy and the practice of strategic analysis and choice. Therefore, understanding and analysing the impact of the strategy formulation on the implementation and the reverse can help the bank to select a best-fit strategy and to have an effective and efficient implementation process.

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APPENDICES

ST. MARY'S UNIVERSITY COLLEGE
BUSINESS FACULTY
DEPARTMENT OF MANAGEMENT

Dear Respondents

This questioner is prepared in order to gather relevant primary data so as to successfully complete the research which is being held on Wegagen Bank, S.C. by the title, 'An Assessment on the strategic management design and implementation of Wegagen Bank, S.C'. The research is being conducted for the partial fulfillment of the requirements for the degree of Bachelor of Arts in Management. Your answers are quit vital for the final findings of the research; therefore, it would be most appreciated if you carefully read and provide relevant answers for the questions. Please mark () for your answers on the spaces provided. If you have any additional ideas concerning the title, you can write it on the space which is specifically prepared for additional comments.

Thank you in advance for your cooperation.

Part-I

Personal Information

1. Sex

Male Female

2. Age

18-24
25-31
32-45
Above-45

3. Education Status

Below 10th grade
10th grade
10+1
10+2
Certificate
Diploma
1st Degree
2nd Degree
Above 2nd Degree
If any other _____

4. Job Title _____

5. Experience

Below 1 year 1-3 years 4-6 years 7-9 years Above 9 year

Part-II

Research Related Questions

I. For Management Only

1. When the bank formulates its strategic plan, how do you rate its practice in environmental scanning?

Very strong Strong Medium Weak Very weak

2. When the bank formulates its strategic plan, how do you rate its practice in industry analysis?

Very strong Strong Medium Weak Very weak

3. How often does the bank undertake examination of important stakeholder groups when it performs industry analysis?

Most often Often Sometimes Rarely Not at all

4. The bank uses applicable strategy formulation tools in order to summarize the basic input information need to formulate strategies?

Strongly agree Agree Neutral Disagree Strongly disagree

5. How often does the bank undertake strategic analysis to form a view of the main influences on the present and future obligations of the bank?

Most often Often Sometimes Rarely Not at all

6. The bank's strategic analysis covers the analysis of its strategic position.

Strongly agree Agree Neutral Disagree Strongly disagree

7. The bank's strategic analysis includes the analysis of the expectations and influences of stakeholders.

Strongly agree Agree Neutral Disagree Strongly disagree

8. How often does the bank undertake strategic choice in order to generate alternative strategies and to select one or several best-fit-strategies?

Most often Often Sometimes Rarely Not at all

9. How strong is the formulated strategic plan in providing a clear direction to implementation?

Very strong Strong Medium Weak Very weak

10. When the strategists of the bank prepare the strategic plan they indicate *who* implements it.

Strongly agree Agree Neutral Disagree Strongly disagree

11. The strategists of the bank prepare the strategic plan specifying *what* must be done to implement it.

Strongly agree Agree Neutral Disagree Strongly disagree

12. The strategists of the bank prepare the strategic plan by clearly indicating *how* it can be implemented.

Strongly agree Agree Neutral Disagree Strongly disagree

13. How often does the bank use procedural implementation when it implements its strategic plan?

Most often Often Sometimes Rarely Not at all

14. How often is resource planning considered in the implementation process of bank?

Most often Often Sometimes Rarely Not at all

15. The organizational structure of the bank is changed in accordance with its strategic plan so as to facilitate the implementation?

Strongly agree Agree Neutral Disagree Strongly disagree

16. If you have any additional comment worth mentioning concerning the strategy design and implementation of the bank please write it below.

II. For Employees only

1. How do you rate the bank in avoiding unnecessary strategic surprises and insuring long term organizational health by monitoring, evaluating, and gathering timely and relevant information from external and internal environment?

Very strong Strong Medium Weak Very weak

2. The bank has one or more special qualities which can help it withstand pressures of competition?

Strongly agree Agree Neutral Disagree Strongly disagree

3. The bank has maximized its competitive advantage as a result of its strategic plan.

Strongly agree Agree Neutral Disagree Strongly disagree

4. When the bank implements its strategic plan, how do you rate its practice in leadership implementation?

Very strong Strong Medium Weak Very weak

5. The bank's strategic plan has ease of implementation.

Strongly agree Agree Neutral Disagree Strongly disagree

6. How do you rate the bank's strategic plan in clearly indicating *who* is responsible for implementing it?

Very strong Strong Medium Weak Very weak

7. The strategic plan of the bank clearly indicates *how* it must be implemented.

Strongly agree Agree Neutral Disagree Strongly disagree

8. The bank overcomes the challenges that it faces from its employees due to change as a result of the strategic plan implementation.

Strongly agree Agree Neutral Disagree Strongly disagree

9. The top level managements of the bank involve employees in developing new culture consistent with the strategic plan and the objectives of the bank in order to make the implementation practice easy.

Strongly agree Agree Neutral Disagree Strongly disagree

10. The bank's current organizational structure is favorable for the implementation of its strategic plan.

Strongly agree Agree Neutral Disagree Strongly disagree

11. If you have any additional comment worth mentioning concerning the strategy design and implementation of the bank please write it below:

Thank you very much for your time and energy!

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uxU >²` fa□ □ >²` fa □ >"Ç"É Ñ²? □ ÿe" f Ñ²? >"È □ uß ^i □

6. □□ □□□□□ □□□□ □□□□□ □□□□ □□□□□ (□□□□□□ □□□□□) □□□□ □□□
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> Øwo ðeT T KG< □ ðeT T KG<□ > e} Å¼f ¼K~U □ > MeT T U □

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uxU >²` fa□ □ >²` fa □ >"Ç"É Ñ²? □ ÿe" f Ñ²? >"È □ uß ^i □

9. ¼} 'Åð`◁ ስልታዊ እቅድ ለትግበራ (□□□□□□□□□□) ¼T ጳS< ÓMî ¼J'
> p×Y ሃS ÖqU [ÑÉ ÁK`<" Ø"□ሬ እንዴት ያዩታል?

uxU Ö"□^ □ Ö"□^ □ S□ÿK- □ Å□T □ uxU Å□T □

10. □□□□ □□□□ □□ □□□□ □□□□ □□□□ □□□□□□ □□ □□□□□□
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> Øwo እeT T KG< □ እeT T KG<□ > e} Á¾f ¾K~U □ > MeT T U □
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> Øwo እeT T KG< □ እeT T KG<□ > e} Á¾f ¾K~U □ > MeT T U □
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12. □□□□ □□□□ □□ □□□□ □□□□ □□□□ □□□□ □□□□ □□□□□□
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> Øwo እeT T KG< □ እeT T KG<□ > e} Á¾f ¾K~U □ > MeT T U □
> Øwo > MeT T U □

13. ባንኩ ስልታዊ እቅዱን በሚተገብርበት ጊዜ ለድርጅቱ ተስማሚ በሆነ መልኩ
pÅU }ÿ}L© fÓu^ (□□□□□□ □□□□□□□□□□) ¾T×ÖKS `` < U" ÁIM Ñ²?
' ' <

uxU >²` fa□ >²` fa □ >"Ç" É Ñ²? □ ÿe" f Ñ²? >" È □ uß ^i □

14. ¾v"ÿ< ¾fÓu^ H>]f (□□□□□□□□□□ yace) v"ÿ< ÁK` <" Gw„ < (]f` f<)
ወሳኝ ለሆኑ የስራ እንቅስቃሴዎች ምክንያታዊ እና ተገቢ በሆነ መልኩ ለማከፋፈል
የሚያስችል እቅድ (ሪሶርስ ፕላን) ተ□„ uf □□□□□□ U" ÁIM Ñ²? ' ' <

uxU }²` fa □ }²` fa □ >"Ç" É Ñ²? □ ÿe" f Ñ²? >" È □ uß ^i □

15. □□□□ □□□□ □□ □□□□ □□□□□□ □□ □□□□ □□□□ □□□ □□□ □□□
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አጥብቄ እስማማለሁ □ እስማማለሁ □ > e} Á¾f ¾K~U □ > MeT T U □
> Øwo > MeT T U □

16. ከባንኩ ስልታዊ እቅድ ንድፍ እና ትግበራ ጋር ታዛማጅነት ያላቸው ጋር
አስፈላጊ እና ልታዩ የሚገባቸው ናቸው ብለው የሚያምኑባቸው ነጥቦች □K<
ከታች በተሰጠው ባዶ ቦታ ላይ በፁሁፍ ማስፈር ይችላሉ።

ስለትብብር እጅግ አመሰግናለሁ!

i öM-2

ÿØ" f" U` U\ ጋር ተዛማጅነት ያላቸው ጥያቄዎች

II. Kv" Ÿ< S Åu– (Ÿ> e} ÇÅ` e^ " <Ü) LK< c^}™< W%₀

1. v" Ÿ< Ÿ" <eØ" Ÿ" <Ü > □vu= □□□□□ ወቅታዊ መረጃዎች አ□vu=" <" በመቆጣጠር ሰብስቦና ገምግሞ ለስልታዊ እቅዱ (ለትራ-□Í=□ □□□) U‡ ÁMJ' <" ያልታሰቡ ክስተቶችን የማስወገድ □□□□ እንዴት ያዩታል?

u × U Ö" □^ □ □ Ö" □^ □ □ S □ŸK– □ □ Å□T □ □ u × U Å□T □ □

2. ባንኩ የውድድር አሉታዊ ተጽእኖችን ለመቋቋም የሚያስችሉ አንድ ወይም ከዚያ በላይ ልዩ የሆኑ የግል ችሎታዎች አሉት::

አጥብቄ እስማማለሁ □ □ እስማማለሁ □ □ > e} Á¾f ¾K~U □ □ > MeT T U □ □

> Øwo > MeT T U □ □

3. □□□ በስልታ□ እቅዱ አማ□~'f □ S cM É` İ „ < □□ □□ f` óT'f □□ □□□□ □□□ □□□□□ : :

አጥብቄ እስማማለሁ □ □ እስማማለሁ □ □ > e} Á¾f ¾K~U □ □ > MeT T U □ □

> Øwo > MeT T U □ □

4. ባንኩ የስልታዊ እቅድ ትግበራውን (ኢምፕሊመን□□' <") uT > ÁŸ" " <" u f ሺ? K f Óu ^ " < } ሺu=" > S ^ □ ሆነውን የአመራር ስርአትና ዘዴ መርጦ ስልታዊ እቅዱን ተግባር ላይ በማዋል ረገድ ያለውን ተሞክሮ እንዴት ያዩታል?

u × U Ö" □^ □ □ Ö" □^ □ □ S □ŸK– □ □ Å□T □ □ u × U Å□T □ □

5. የባንኩ ስልታዊ እቅድ ለትግበራ ቀላልና ግልጽ ነው::

> Øwo እeT T KG< □ □ እeT T KG<□ □ > e} Á¾f ¾K~U □ □ > MeT T U □ □

> Øwo > MeT T U □ □

6. □□□□ ስልታ□ እቅ□ uT " } ÖÁm'f" □ Lò'f □□□□□□□ □□□□ □□□□□ > " é` □□□□ □□□□ እንዴት ያዩታል?

u × U Ö" □^ □ □ Ö" □^ □ □ S □ŸK– □ □ Å□T □ □ u × U Å□T □ □

7. የባንኩ ስልታዊ እቅድ እንዴት መተግበር እንዳለበት በግልጽ ያሳያል::

> Øwo እeT T KG< □ □ እeT T KG<□ □ > e} Á¾f ¾K~U □ □ > MeT T U □ □

> Øwo > MeT T U □ □

8. ባንኩ የስልታዊ እቅድ ትግበራውን በሚÁŸ" " <" u f " p f Ÿc ^ } • < u Ÿ < M K = c < የሚችሉ አንዳንድ የመብት ጥያቄዎችን እና የአልቀበል ባይነት ባህሪዎችን በተገቢው S M Ÿ < > e} " ÓÉ f Óu ^ " < □ u } d □ ሁኔታ ያከናውናል::

> Øwo እeT T KG< □ □ እeT T KG<□ □ > e} Á¾f ¾K~U □ □ > MeT T U □ □

> Øwo > MeT T U □ □

9. በሕገ መንግሥት የሚገለጹ የሥነ ምግባር ስልጠናዎች ለሕዝብ ጥቅም ላይ ላይ ማድረግ ይገባል፡፡

> Øwo እኔ T T KG< እኔ T T KG< > e} Á¾f ¾K~U > MeT T U

> Øwo > MeT T U

10. በወቅቱ ያለው የሥነ ምግባር ድርጅታዊ መዋቅር (አርጋናይዜሽናል ስትራቴጂ) ለሥነ ምግባር ስልጠናዎች ስራ ላይ ማድረግ ይገባል፡፡

> Øwo እኔ T T KG< እኔ T T KG< > e} Á¾f ¾K~U > MeT T U

> Øwo > MeT T U

11. ሥነ ምግባር ስልጠናዎች ለሥነ ምግባር ስራ ላይ ማድረግ ይገባል፡፡

eKfwwa እገሰ > S cÓ" KG!

Interview

I. With Managements of the Bank only

1. When the bank designs its strategic plan do you think it addresses the interest of employees such as: job security, pay, and job satisfaction?
2. Is there a satisfactory and well organized analysis of the bank's strengths, weaknesses, opportunities and threats to the extent which can enable it to close the gap between its predicted and desired performance?
3. To what extent does the bank conduct an assessment of stakeholders and new entrants in the banking industry?
4. How do you see the banks practice when it comes to establishing lines of authority and communication which can assist it to breakdown its strategic plan into detailed targets so as to facilitate the implementation?
5. Do you think the bank uses an implementation process which is strong enough to activate the strategies of the bank?
6. Do you think every employee in the bank participates in implementing bank's strategy?
7. If you have any additional comment or idea concerning the bank's strategic design and implementation, you are most welcome to forward it.

DECLARATION

I the undersigned declare that this easy/project is may original work, prepared under the guidance of Mr. Wondafrash Wuleta. All the sources of materials used for the manuscript have been duly acknowledged.

Name: _____

Signature: _____

Place of Submission: _____

Date of Submission: _____

SUBMISSION APPROVAL SHEET

The senior Research paper has been submitted to the department of management in partial fulfillment for the requirements of BA degree in management with my approval as an advisor.

Name: _____

Signature: _____

Date of Submission: _____