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**STRATEGIC MANAGEMENT PRACTICES AND ENTREPRENEURIAL ORIENTATION AMONG PRIVATE UNIVERSITIES  
IN KENYA**

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**ABSTRACT**

*The aim of the study was to establish how strategic management practices influence entrepreneurial orientation. To this end, a number of Kenyan private universities were sampled in order to establish how strategic management practices such as strategic planning, strategic execution and also strategic evaluation influence entrepreneurial orientation. Theoretical underpinning for the study was guided by both Resource Based View as well as a Dynamic Capabilities Theory. The study employed both stratified as well as purposive sampling techniques. Primary data was used in the study where the instruments of data collection comprised of semi structured questionnaires as well as focus group discussions in order to collect quantitative and qualitative data respectively. Sample size for the study was  $N = 98$ . Reliability of the research instrument was measured by use of Cronbach's  $\alpha = 0.79$  and hence met the conditions of reliability at the conditions of reliability. Data was presented by use of both charts as well as tabulation. Data was analysed by use of both in descriptive and inferential statistics. Multiple linear regression analysis was used for analysis of quantitative data while content analysis was used for qualitative data. The regression coefficients for the model of the study was  $\beta_1 = 3.221$ ,  $\beta_2 = 1.311$  and  $\beta_3 = 0.882$  for strategic planning, strategy execution and strategic evaluation all of which were statistically significant at 5% level of significance. The findings of the current study were aimed at providing insights to organization especially in order to harness the power of entrepreneurial orientation in order to bring about growth in organizations by bringing in strategic management practices.*

**Keywords:** Strategic planning practices, Entrepreneurial orientation

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## INTRODUCTION

Recently, the world has experienced an upsurge in entrepreneurial orientation discourse especially in various corporate entities. Perhaps in realization of the critical role played by entrepreneurial orientation, Wang, Thornhill and De Castro (2017) observe that one of the major characteristics of entrepreneurial orientation is to exploit new entry opportunities in organizations. In an attempt to bring out more clarity on the issue of entrepreneurial orientation, Martinez, Serna and Guzman (2018) were of the opinion that entrepreneurial orientation relates to how the company addresses environmental risks, and also identify opportunities for technology development and obtain these services in order to bring about growth in the company. Jiang, Chai, Shao and Feng (2018) draw upon the theoretical perspective of dynamic capability theory in order to explain the importance of entrepreneurial orientation especially to bring about improved performance in organization. It is a matter of fact that organizations in the recent past have tried to pursue entrepreneurial orientation and it is not without a reason. A few recent studies have recognized the important role played by entrepreneurial orientation especially in order to enhance competitiveness in an organization (Secundo, Perez, Martinaitis, & Leitner, 2017; Migliori, Pittino, Consorti & Lucianetti, 2017; Mustilli, D'Angelo, Campanella & Graziano, 2017). Other scholars have seen the critical role played by entrepreneurial orientation especially in order to bring about competitiveness in organizations such as small and medium enterprises (Ayodotun, Oyebisi, Maxwell, Oluremi, Adebajji, Hezekiah & Taiye, 2018). More and more emerging studies reveal that entrepreneurial orientation can be influenced by a number of demographic factors especially the level of education, occupational status as well as geographical region (Kumar, Al Mamun, Ibrahim & Yusoff, 2018).

Understanding the linkage between strategic management practices and entrepreneurial orientation is of critical importance especially as far as the current study is concerned. Numerous studies in the extant literature have attempted to deepen understanding with regard to how entrepreneurial orientation can be influenced by strategic management practices in organizations. In a recent study conducted in Indonesia, Omsa, Ridwan and Jayadi (2018) emphasize the need for organizations to have strategic management practices in order to enhance competitiveness in the organization. Fellnhofner (2017) contends that entrepreneurial orientation among the employees in an organization can be enhanced with adoption of various strategic management practices. Yet another study by Handayani and Kusumastuti (2018) used to the construction industry to establish that entrepreneurial orientation is linked to strategic alliance performance of such industries. In a study conducted on small firms in Kumasi metropolis of Ghana, Boohene (2018) was able to establish the link that exists between entrepreneurial orientation and strategic management practices. These are among the few studies that bring out an understanding that indeed entrepreneurial orientation can be influenced by strategic management practices in organizations.

A clear emerging pattern from the extant literature demonstrates that indeed strategic management practices are carried out in many organizations around the world especially in an effort to improve competitiveness. Omsa, Ridwan and Jayadi (2018) after conducting a study in Indonesia found out with that strategic management practices are very important especially in order for organization to realize entrepreneurial orientation among the employees. Shifting the focus of strategic management in the context of Africa, the picture is not too different in discussing the discourse of strategic management practices in organizations.

Mixed results have been experienced in diverse organizations with regard to application of strategic management practices. Abesiga (2015), while conducting an empirical survey in Uganda points out that strategic management practices are critical especially to boost performance of small and medium enterprises. The study therefore used to the context of Kenyan private universities in order to establish how strategic management practices influence entrepreneurial orientation. This is especially critical in order to make recommendations to private universities to adopt various strategic management practices aimed at improving competitiveness especially in the highly competitive environment.

### **Problem statement**

Organizations around the world have come to embrace what is referred to as entrepreneurial orientation in order to boost performance. Entrepreneurial orientation is a concept that is especially critical in organizations in order to bring in the notion of innovativeness and also improve competitiveness of the firm (Ayodotun, Oyebisi, Maxwell, Oluremi, Adebajji, Hezekiah & Taiye, 2018). The question as to what brings about entrepreneurial orientation in organizations is critical especially as far as the current study is concerned and evidently, most studies presented in various scholarly sources posit that in the entrepreneurial orientation can be influenced by strategic management practices in any given organization.

It is illustrated in many empirical findings that strategic management is critical in order to achieve organizational performance. Use of various strategic management practices has been a norm in many organizations around the world, and as expected this has had quite a number of mixed results with some reporting successes others reporting failure. Höglund, Holmgren Caicedo and Mårtensson (2018) while using the context of Swedish public employment service agency associates entrepreneurship in organizations with implementation of various strategic decisions.

Strategic management practices have also been widely practiced in some organizations in the context of Africa. Khamis (2017) for example emphasize the need for strategic management practices in order to enhance better quality standards for international universities based in Egypt.

A number of local studies have tried to explore the notion of strategic management in organizations. Gure and Karugu (2018) after conducting a study on small and medium enterprises in Nairobi revealed that strategic management practices have an influence on performance. Gikunju, Gakure and Orwa (2018) focused on Kenyan tea industry and established that indeed strategic management practices influence on performance of tea industry especially in Mt Kenya region. The list of the studies though may not be exhaustive but what comes out clear from various studies carried out in Kenyan context is the fact that most of them remain silent on the issue of how entrepreneurial orientation in organizations is influenced by strategic management practices, hence the current study aims to fill the knowledge gap by establishing how strategic management practices influence entrepreneurial orientation among selected private universities in Kenya.

From the evidence provided in various studies, it is clear that not much has been done with regard to how strategic management practices influence entrepreneurial orientation especially in the context of universities in Kenya. Many studies in the extant literature have focused on the notion of strategic management and especially strategic management practices that associate with performance of organizations. To date, little has been done to establish the kind of relationship that exists between strategic management practices and entrepreneurial orientation especially among private universities in Kenya. This study therefore used the context of selected private universities in Kenya in order to

establish how strategic planning practices specifically strategic planning, strategy execution and strategic evaluation influence entrepreneurial orientation.

### **Objectives of the study**

The general objective of the study was to find out how strategic management practices influence entrepreneurial orientation among private universities in Kenya. The specific objectives were:-

- To examine the influence of strategic planning on entrepreneurial orientation among private universities in Kenya
- To establish how strategy execution affects entrepreneurial orientation among private universities in Kenya
- To measure the extent to which strategic evaluation influences entrepreneurial orientation among private universities in Kenya

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **Resource Based View**

Resource based view is a theoretical perspective that is rooted in the notion that the organization needs to mobilize resources in order to implement strategies successfully. Bravo and Appelkvist (2018) reveal that resource-based view is a theoretical perspective that can be used as a basis to explain why some companies are successful others fail to be successful in utilization of resources in order to gain a competitive advantage. Mwinzi (2018) utilizes Resource-Based View theory to explain how resources are critical in performance of organizations. Accordingly therefore, organizations need to ensure efficient utilization and mobilization of resources in order to ensure better competitiveness. With the focus on the variables of the current study, it is critical to note that the theory can be utilized in order to understand how and the entrepreneurial

orientation can be influenced by strategic management practices, which can only be made successful by efficient and effective mobilization of organizational resources.

#### **Dynamic Capability Theory**

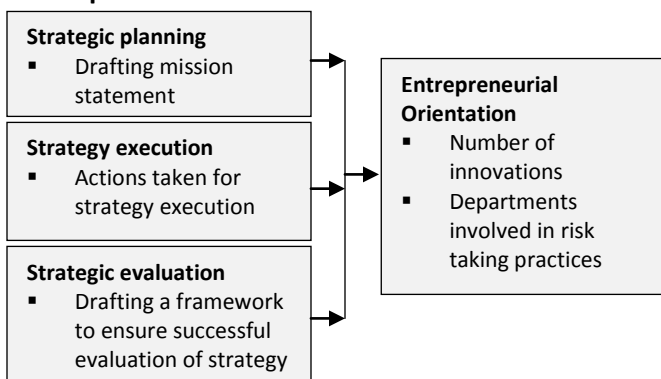
Just like the Resource Based View that utilizes the notion of mobilization of resources in order to roll out strategies, the study was also guided by Dynamic Capability Theory that has an aspect of utilization of organizational resources in order to implement strategies. This theory has been used by scholars such as Jiang, Chai, Shao and Feng (2018) to explain how entrepreneurial orientation can be utilized in order to bring about improved firm performance. The dynamic capabilities theory is premised on the notion that the firm needs to integrate all the relevant internal and external competencies in order to address the rapidly changing environment.

Luo and Tung (2018) corroborate this position by pointing out that dynamic capabilities theory is critical especially in explaining the notion that organizations need to properly utilize resources in order to cope with changing environment both within and outside the organization. This theory was therefore critical in understanding how entrepreneurial orientation is influenced by various strategic management practices. As such, strategic management practices therefore become critical in order to address how entrepreneurial orientation will end up affecting firm's performance, especially if the end result will include an increase in the enrolment of the number of students.

The current study therefore utilized both Resource Based Theory as well as Dynamic Capabilities Theory in order to bring out the notion that resources are critical in order to bring about competitive advantage in the organization, especially to successfully implement various strategic decisions which as evidenced from the studies have an influence on entrepreneurial orientation in the organization. This

view is supported by Mensah (2017) who conducted a study in the Ghanaian manufacturing small and medium enterprises and highlighted the need for the two theories for the organizational to compete effectively by sufficient mobilization of organizational resources. The two theories were relevant for the study in order to bring out the notion of how entrepreneurial orientation can be influenced by strategic management practices in the selected universities.

### Conceptual Framework



Independent variables

Dependent variable

Source: Author (2018)

**Figure 1: Conceptual Framework**

### Empirical review

#### Entrepreneurial orientation

Many attempts have been made by various scholars in order to bring out the meaning of the word “entrepreneurial orientation”. Kumar, Al Mamun, Ibrahim and Yusoff (2018) define entrepreneurial orientation as practices and processes of making decision in organizations in such a way as to create new markets with new or existing goods or services. Pipitwanichakarn and Wongtada (2018) hold the opinion that entrepreneurial orientation has to do with methods and practices that are used to act entrepreneurially especially by adoption of new technology to work out new ways of doing business.

Yu, Wiklund and Pérez-Luño (2018, July) on the other hand maintains that entrepreneurial orientation relates to the strategic orientation of the organization especially in order to capture specific entrepreneurial aspects to help with the decision making process.

Another definition proposed by Mamun, Mohiuddin, Fazal and Ahmad (2018) maintain that entrepreneurial orientation is the ability of a firm to discover and make use of opportunities in such a way as to gain access to new markets especially by utilization of innovative methods and practices. Yet another recent study by Luu and Ngo (2018) point out that entrepreneurial orientation has to do with organizations strategic orientation combining innovativeness, proactiveness as well as the behaviour of risk-taking. What comes out clear from various definitions is a fact that there is an aspect of innovativeness whenever an organization engages in entrepreneurial orientation. More importantly therefore is for organization to come up with strategic management practices that are geared towards ensuring that there is innovative way of doing business.

Apparently therefore, differing definitions are presented with regard to the notion of entrepreneurial orientation. In order to aptly discuss the notion of entrepreneurial orientation and how it influenced by various strategic management practices, it is necessary to identify the definition of entrepreneurial orientation that will guide the study. For the purposes of the current study, the notion of entrepreneurial orientation will be seen from the perspective of how a firm makes use of innovation in order to bring about new ideas and create new opportunities for the company especially to spur growth of the organization.

#### Strategic management practices and entrepreneurial orientation

Strategic management is part and parcel of modern day way of managing organizations. Some of the

strategic management practices that have been identified in the recent literature include planning, execution as well as evaluation of strategies are critical in order to enhance competitiveness of any business enterprise (Omsa, Ridwan & Jayadi, 2018). Other studies carried out especially in Kenya reveal that strategic management practices include strategic planning, strategy implementation and also strategy evaluation and control (Gikunju, Gakure & Orwa, 2018; Muriuki, Cheruiyot & Komen, 2017; Burugo & Owour, 2017).

Harnessing the potential of entrepreneurial orientation especially by realization of fact that strategic management practices are important determinants is critical especially as far as the current study is concerned. Evidence provided in the extant literature clearly point out that there is a linkage between strategic management practices and entrepreneurial orientation in organizations. A study conducted by Fellnhofer (2017) confirmed that success of innovativeness as an aspect of entrepreneurial orientation is influenced by how the organization uses utilizes strategic management practices.

Quite a number of scholarly articles in the recent past link strategic management practices to performance of organizations (Gikunju, Gakure & Orwa, 2018; Omsa, Ridwan & Jayadi, 2018). Even in the context of small business firms, Williams, Manley, Aaron and Daniel (2018) contend that strategic management practices play a critical role as they influence performance of these business enterprises. Other than performance of business enterprises, understanding of how strategic management practices influence in the entrepreneurial orientation is critical especially in order to bringing necessary innovation in order to boost performance of the business enterprises. With the focus of the current study, understanding the linkage therefore between strategic management practices and entrepreneurial

orientation is of critical importance especially in order to help fill all the necessary research gaps.

### **Strategic planning and entrepreneurial orientation**

Several studies continue to lay emphasis on how and the entrepreneurial orientation can be influenced by strategic planning practices. Strategic planning is among the very important tools used in strategic management process. Awwad, Bello and Abdullah (2018) define strategic planning as the integrated process especially one that identifies the interests of the organization in the external environment by focusing on obtaining the past and present information, forecasting the level of performance of the expected future as well as identifying opportunities and threats to the external environment.

A study conducted by Gilliard (2018) in Walden University highlighted the fact that organizations' entrepreneurship efforts might fail due to lack of proper strategic planning process. In carrying out strategic planning, some aspects such as drafting of mission statement is important in order to realize strategic aspirations. A study conducted recently by Ugoji and Ogbulogo (2018) in the Lagos state of Nigeria emphasized on the need to for organizations to draft mission statement as an important step towards realization of proper strategic planning and even more importantly realize entrepreneurial efforts.

### **Strategy execution and entrepreneurial orientation**

It is a matter of fact that strategy execution is critical in the process of strategic management. In the efforts to conceptualize the notion of strategy execution, a study by De Oliveira, Carneiro and Esteves (2018) highlighted the fact that two major aspects namely the actions are taken to execute the strategy, as well as the consequences or the results expected from such actions is majorly what constitutes the process of strategy execution. A study by Levenson (2018) emphasized and improved way of strategy execution

especially by utilization of what was referred to as workforce analytics.

But even more importantly for the current study is to understand the linkage between strategy execution and entrepreneurial orientation. Several studies in the recent past have illustrated the linkage between strategy execution and entrepreneurial orientation in organizations. To corroborate this, a study by Musa, Soetjipto, Gardner and Rachmawati (2017) established a positive association between entrepreneurial orientation and strategy execution. In highlighting the essence of innovation, which is an important aspect of entrepreneurial orientation Do, Budhwar and Patel (2018) in a recent study established that indeed is a close linkage between execution of strategies and the process of innovation in an organizational setting.

#### **Strategic evaluation and entrepreneurial orientation**

Like other two strategic planning practices, strategic evaluation plays an important role as far as entrepreneurial orientation in an organization is concerned. In a study conducted in Iran, Esfahani, Mosadeghrad and Akbarisari (2018) defined strategic evaluation as a step that is concerned with measuring organizational performance especially against defined strategic goals as well as objectives by applying necessary corrective actions so as to ensure the efficacy of the strategies. Accordingly, establishing the linkage between strategic evaluation and entrepreneurial orientation is of critical importance especially as far as the current studies concerned.

A study conducted by Cavaco and Machado (2018) reveal the essence of encouragement of innovative practices as an aspect of entrepreneurship in the organization, and more importantly in putting in place a framework to evaluate the various strategies carried out in order to realize the entrepreneurial prospects of the organization. In their study conducted in Indonesia, Omsa, Ridwan and Jayadi (2018) highlighted the importance of strategic

evaluation especially as an important factor that helps build business enterprises especially in helping individuals with venture startups and hence promoting the notion of entrepreneurial orientation.

#### **METHODOLOGY**

The study used concurrent triangulation mixed methods research design in order to cross validate of the findings from both the questionnaires and the focus group discussions. Radzuan, Fukami and Ahmad (2017) are among the scholars who advocate for use of concurrent triangulation mixed methods research design in order to get the synergies of both quantitative and qualitative data. The study also employed cross sectional research design where the study was conducted within a period of two months.

The target population of the study comprised of lecturers, heads of departments, deans of faculties, students as well as other administrative staff. The choice of these target population was made in such a way that will help answer the research questions of the study. A sampling frame of a study can be defined as all possible individuals that are targeted to participate in a given study (Dastidar & Bhadra, 2017). The sampling frame for the study comprised of a complete list of lecturers, heads of departments, deans of faculties, students as well as administrative staff which was provided by all the universities that participated in the study.

The sample size for the study was determined scientifically in order to make relevant inferences from the study findings. To this end, the sample size was computed by use of Kish (1965) formula which advocates for the sample size of 30 to 200 respondents (Saidi, Jaafar, Daud, Musa & Ahmad, 2018). The sample size for the current study comprised of 98 respondents. The sampling procedure comprised of use of both stratified sampling as well as purposive sampling. Stratified sampling was used in order to get information from different groups (Strata) which comprised of



lecturers, heads of departments, deans of faculties, as well as students and administrative staff in order to find out how strategic management practices influence entrepreneurial orientation. On the other hand, purposive sampling was used in order to get meaningful information from the respondents who are well aware of how about strategic management practices and how they influence entrepreneurial orientation in the universities.

The study made use of both semi-structured questionnaires, as well as focus group discussions in order to help get in-depth information with regards to strategic management practices in the universities. Jarab, Alefishat, Mukattash, Alzoubi and Pinto (2018) are among the scholars who advocate for use of focus

group discussions especially in order to get relevant qualitative information from the respondents. Research instruments were tested for both reliability and validity. Nezelek (2017) believe that reliability of the research instrument has to do with the internal consistency of responses to a scale that is given. The aim of finding out reliability of the instruments was such that to establish the internal stability of the instruments. Reliability index is measured by use of Cronbach's alpha coefficient which according to Hussain, Ahmed, Jafar, Rabnawaz and Jianzhou (2017) a value of 0.7 and above is acceptable. Table 1 below shows reliability statistics for the instruments of the study. Since all the values are above 0.7, it is thus sufficient that the instrument who are reliable enough to be used in the study.

**Table 1: Reliability statistics**

Scale	Cronbach's alpha	No. of Items
Strategic planning	0.668	5
Strategy execution	0.790	7
Strategic evaluation	0.701	4
Overall	0.790	21

**Source (Researcher, 2018)**

Yet another important aspect of the instrument that was checked was validity. This can be termed as the degree to which an instrument measures the concept which is intended to measure (Brett, Bennett, Ritchie & Knoll, 2017). This focused on whether the instruments of data collection were actually collecting the information that was supposed to be collected especially in line with the construct of the study. Construct validity of the instruments was established in consultation with several experts in order to ensure that the constructs in the study measured accordingly by the research instruments.

After collection and coding of data, statistical analysis of the findings utilized multiple regression analysis in order to establish how the three strategic management practices influenced entrepreneurial orientation among the selected universities. The

independent variables of the regression model will comprise various strategic management practices while dependent variable is entrepreneurial orientation. Presentation of the findings was mostly done by way of charts as well as tabulation in order to ease the process of interpretation.

The results of multiple regression analyzes will be discussed from three aspects. The first aspect is the model summary which shows the percentage of variations in the dependent variable that were caused by variations in the independent variable (Explain variation). The second aspect of the model involves analysis of variance (Anova) which basically shows how fit the model is for the variables of the study, and lastly their model will be discussed from the perspective of the regression coefficients which show the weight of each and every independent variable

and how they influence the dependent variable of the study. All these findings would be summarized in different tables accordingly for ease of explanation and interpretation.

## FINDINGS

The study employed to the technique of multiple regression analysis in order to establish the relationship between strategic management practices and entrepreneurial orientation. As such, the level of significance that was used in order to make necessary statistical inferences was 0.05 or 5%.

The results of the regression analysis are presented in three aspects the first one being model summary which shows the value of r squared which is percentage of variation in the dependent variable caused by variation in the independent variables. The second aspect involves analysis of variance which compares the variations due to the regression model as well as variations due to residual (Errors) and establishes whether the model was fit for the study, and finally the regression coefficients which show the

weight of the influence of each of the independent variables to the dependent variable.

Response rate is defined as the number of valid responses that has been given by the respondents or participants in a study. For the current study, 96 out of 98 respondents return to the fill questionnaires which is close to 98% rate of response and hence as efficient in order to conduct relevant statistical analysis and inferences.

In order to utilize multiple regression model, the following aspects of the model will be discussed namely the model summary, the analysis of variance (ANOVA) table, as well as the regression coefficients table.

### Model summary of the regression model

From the model summary table below, it is clear that the value of r squared equals to 0.82 showing that 82% of variations in the dependent variable are caused by variations in the dependent variable (Explained variations), while 18% of variations is caused by other factors (Unexplained variation).

**Table 2: Model summary of the regression model**

Model	R	R squared	Adjusted R squared	Std. Error of the estimate
1	.906	.82	.788	20.322

Source (Researcher, 2018)

### Analysis of variance (Anova) table for the regression model

The table below shows the analysis of variance which comes as a result of variations caused by the residual as well as a variations caused by the regression

**Table 3: Analysis of variance (Anova) table**

Model	Sum of squares	df	Mean Square	F	Sig.
Regression	200.223	3	66.741	2.009	0.001
Residual	3122.532	94	33.218		
Total	3322.755	97			

Source (Researcher, 2018)

model. The computed value of F test statistic was statistically significant at 5% level of significance.

### Regression coefficients for the regression model

From the table below it was clear that their values on the correlation coefficient  $\beta_1 = 3.221$ ,  $\beta_2 = 1.311$  and

$\beta_3 = 0.882$  for strategic planning, strategy execution and strategic evaluation respectively.

**Table 4: Regression coefficients for the regression model**

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
(Constant)	26.99	1.8	14.994		
Strategic planning	3.221	1.6	2.013	0.021	2
Strategy execution	1.311	1.3	1.008	0.072	4.411
Strategic evaluation	0.882	1.1	0.802	0.022	1.544

**Source (Researcher, 2018)**

It was apparent from the findings of this study that indeed there is a relationship between strategic management practices and entrepreneurial orientation. The findings of the study were in line with Omsa, Ridwan and Jayadi (2018) who established that among the strategic management practices that influence entrepreneurial orientation in organizations include strategic planning, strategic execution as well as strategic evaluation. The findings of the current study were also in line with Fellnhofner (2017) and Urban (2017) who contend that entrepreneurial orientation in an organization can be successfully rolled out with proper implementation of various strategic management decisions.

Results of the qualitative analysis from the focus group discussion points to the fact that indeed entrepreneurial orientation is influenced by strategic management practices. For instance one of the panellists commented “this university has put in place various strategic management plans which I believe it influences how innovative departments can be in order to boost performance as well as increase the number of students in this college”.

Another panellist commented “I believe being innovative is critical in this organization and more importantly is the realization that even our department has put in place reward mechanisms for employees who come up with innovative ways of

working in order to boost performance especially recruit more students” what comes out clear is the fact that strategic management practices in these institutions in one way or the other has an influence on entrepreneurial orientation of the employees as well as performance in terms of the increase in the enrolment of the students, a fact which is in agreement with studies conducted by Mlay (2017) who found out that performance of an organization can be influenced by strategic management practices

### CONCLUSIONS

Having observed that aspects of strategic management such as strategic planning have highest influence on entrepreneurial orientation in the context of private universities in Kenya, more effort needs to be made by these organizations in order to harness the potential of entrepreneurial orientation by putting in place policies that ensure effective strategic planning mechanisms.

It is critical to take note of the fact that strategic management practices have an influence on entrepreneurial orientation and more importantly as a realization of the fact that even performance of the organization can be improved by adoption of various strategic management practices.

### RECOMMENDATIONS

Organizations and especially universities need to put in place strategic management practices such as

strategic planning, strategy execution, and strategic evaluation in order to take advantage of entrepreneurial orientation which in one way or the

other can improve competitiveness of the organization and lead to better enrolment of students at the university.

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