ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

AN ASSESSEMENT OF ETHIOPIAN TOURISM STRATEGIC MANAGEMENT PRACTICES IN THE CASE OF MINISTRY OF CULTURE AND TOURISM

BY:

HANNA GIRMA

JUNE, 2020

ADDIS ABABA, ETHIOPIA.

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GENERAL BUSINESS ADMINSTRATION

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DECLARATION

I hereby declare that the thesis entitled: **An assessment of Ethiopian tourism strategic management practices in the case of ministry of culture and tourism** is my original work, prepared under the guidance of Tiruneh Legesse (Assistant professor) which is submitted by me for the partial fulfillment for the award of masters of business administration in general management program at St. Mary's university, and it has not been submitted to any other institution for the fulfillment of the requirement for any course of study.

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ENDORSEMENT

This thesis has been submitted to St. Mary's University School of Graduates Studies for Examination with my approval as a university advisor.

Advisor   signature & Date

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LIST OF ACRONYMS

MoCT – Ministry of Culture and Tourism

GTP – Growth and Transformation Plan

R&D -Research and Development

SWOT – Strengths, Weaknesses, Opportunities and Threats

CEO – Chief Executive Officer

DCEO – Deputy Chief Executive Officer

BSC – Balanced score card

ABSTRACT

Ministry of culture and tourism sector in Ethiopia currently face a significant economical scale gap. Research has shown that strategic management is to exploit and create new and different opportunities for tomorrow; long range planning, in contrast, tries to optimize for tomorrow the trends of today. This study aims to assess the practice followed by Ethiopian tourism in the ministry of culture and tourism in Addis Ababa on the strategic management processes. This study targeted and assesses; to what extent does ministry of culture and tourism use properly the strategic management practices in each phase. The descriptive research design method is adopted, in order to achieve this study. A stratified sampling design method was used to get the accurate representation of the population from managerial and non-managerial strata. Primary source of data was used with the help of interview guide and questionnaire. Secondary source was also reviewed to assess the strategic management performance of the ministry of culture and tourism. In this research among the phases of strategic management practices, the findings demonstrated outstanding defect on strategy implementation. The results indicated that MoCT should work on each phase of strategic management but the main focus should be strategy implementation hence the finding weighted toward it.

Key words: MoCT, strategic management, strategy formulation, strategy implementation, strategy monitoring and evaluation

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

The accelerating rate of change today is producing a business world in which customary managerial habits in organizations are increasingly inadequate. Experience alone was an adequate guide when changes could be made in small increments. But intuitive and experience-based management philosophies are grossly inadequate when decisions are strategic and have major, irreversible consequences. In a sense, the strategic-management process is an attempt to duplicate what goes on in the mind of a brilliant, intuitive person who knows the business and assimilates and integrates that knowledge using analysis to formulate effective strategies. (Fred R. & Forest R, 2017: 35)

Strategic management is the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives. As this definition implies, strategic management focuses on integrating management, marketing, finance and accounting, production and operations, research and development (R&D), and information systems to achieve organizational success. The purpose of strategic management is to exploit and create new and different opportunities for tomorrow; long-range planning, in contrast, tries to optimize for tomorrow the trends of today. (Fred R. & Forest R, 2017: 33)

The attractiveness of short-term advantages is often in conflict with the need to obtain long-term facilities, in other words to care for and build up the resources which will form the basis for the future. The knowledge gained over the past few years on the long-term nature of fundamental cause-and-effect relationships inherent in tourism business systems requires us to think strategically. Thinking in terms of large-scale and long-term relationships gives us the opportunity to concentrate on overall targets, such as the maintenance of a healthy natural environment, without being led astray by short-term fluctuations. In many destinations, the design of ecological policies and strategies will be of primary importance to maintain long-term viability. (Moutinho, 2000:10)

Ethiopia considers two important ideas at the same time with regard to tourism: as means to improve the country's image in the world, and to increase its foreign exchange earnings.

Tourism has a contested history of definitions. Tourism is not just the temporary movement of people to destinations outside their normal places. Tourism includes many geographic, economic, environmental, social, cultural and political dimensions. (Gunn,2002:9). A tourism industry has a strong relationship with those dimensions because of its dependency and impact on it, and the interests of its stakeholders. (Kauffmann A., 2008:12)

The National Tourism Policy, among others, advocates for the integration of tourism development into the key development policies and strategies of the country owing to its cross-sectoral nature and its ability to create strong economic linkages with other major economic sectors. The tourism sector is recognized as such in the Growth and Transformation Plan (2010-2015) whose overall agenda is to maintain the high and broad-based economic growth that the country has experienced over the past few years. The Growth and Transformation Plan, as is with the case of the National Tourism Policy, further emphasizes an integrative developmental approach with such sectors as infrastructure playing a key role in the development of the key economic sectors including tourism.

It is anticipated that through well-coordinated national tourism planning and development, the country will emerge into a competitive and sustainable destination. In line with this, a number of strategic intervention areas emanating from the prevailing tourism situational analysis, the broad strategies identified in both the National Tourism Policy and the Growth and Transformation Plan are therefore, necessary to ensure national competitiveness and which would serve as key frameworks for sustainable and long-term tourism growth and development.(The federal democratic republic of Ethiopia, 2015 – 2025:104)

1.2. Statement of the Problem

Ethiopia is blessed with abundant natural and Man-Made tourist attractions including nine world heritage sites which include tangible and intangible attractions. From tangible attractions, Historical attractions areas are the most dominant immovable tourism destination. Even though many in number and rich in age the Ministry still struggles to attract tourists in decent number. And the number of tourists that visit these areas are very low compared to north Africa countries (morocco and Tunisia) and east Africa countries (Kenya and Uganda). As the researcher tried to collect previous studies related to the above-mentioned idea, there is almost none or enough studied papers. Tourism in Ethiopia accounted some percent of the country Gross domestic

product, and the government is proving its commitment and willingness to develop tourism through a number of initiatives. Recently, the current prime Minister of Ethiopia, Dr. Abiy Ahmed expressed in his speech to do a lot to benefit our country from this sector. In order to succeed in improving the sector there must be different studies regarding the sector.

Any strategic management process in public or private sector, are about understanding what changes are desired, how to implement and manage these changes, and how to make a roadmap for supporting developments and progress that lead to improved performance. So, the researcher wants to perceive the problems encountered in the Ministry of culture and tourism from strategic management angle. since strategic managements have a core value in any management practices.

Focus strategies are most effective when consumers have distinctive preferences or requirements and when rival firms are not attempting to specialize in the same target segment. (Fred R & Forest R, 2017: 137)

Strategy formulation is the process of investigation, analysis, and decision making that provides the company with the criteria for attaining a competitive advantage. It includes defining the competitive advantages of the business, identifying weaknesses that are impacting the company's ability to grow, crafting the corporate mission, specifying achievable objectives, and setting policy guidelines. (Thomas L., David J., Alan N., Charles E., 2018 :48)

One reason that strategic planning may fail over longer time periods is that strategic managers, in their initial enthusiasm for planning techniques, may forget that the future is entirely unpredictable. Even the best-laid plans can fall apart if unforeseen contingencies occur, and that happens all the time. The idea is to allow managers to understand the dynamic and complex nature of their environment, to think through problems in a strategic fashion, and to generate a range of strategic options that might be pursued under different circumstances.

 The other mistake that some companies have made in constructing their strategic planning process has been to treat planning exclusively as a top-management responsibility. (Charles W., Gateh R., Melissa A., 2015: 25)

Strategy implementation involves the use of organizational design, the process of deciding how a company should create, use, and combine organizational structure, control systems, and culture to pursue a business model successfully. (Charles W. et, al., 2015:397)

In academically theory, most of well formulated strategies in the company fail at implementation stage so the researcher will also assess if the issue of the Ethiopian tourism is there in this stage.

However, building an organization capable of supporting a transnational strategy is a complex and challenging task. Indeed, some would say it is too complex, because the strategy implementation problems of creating a viable organizational structure and set of control systems to manage this strategy are immense. (Charles W. et, al., 2015:265)

Strategy evaluation is necessary for all sizes and kinds of organizations. Strategy evaluation should initiate managerial questioning of expectations and assumptions, should trigger a review of objectives and values, and should stimulate creativity in generating alternatives and formulating criteria of evaluation. Regardless of the size of the organization, a certain amount of management by wandering around at all levels is essential to effective strategy evaluation. Strategy-evaluation activities should be performed on a continuing basis, rather than at the end of specified periods of time or just after problems occur. Waiting until the end of the year, for example, could result in a firm closing the barn door after the horses have already escaped. Evaluating strategies on a continuous rather than on a periodic basis allows benchmarks of

progress to be established and more effectively monitored. Some strategies take years to implement; consequently, associated results may not become apparent for years. Successful strategies combine patience with a willingness to promptly take corrective actions when necessary. There always comes a time when corrective actions are needed in an organization! Centuries ago, a writer (perhaps Solomon) made the following observations about change: Managers and employees of the firm should be continually aware of progress being made toward achieving the firm's objectives. As critical success factors change, organizational members should be involved in determining appropriate corrective actions. If assumptions and expectations deviate significantly from forecasts, then the firm should renew strategy-formulation activities, perhaps sooner than planned. In strategy evaluation, like strategy formulation and strategy implementation, people make the difference. Through involvement in the process of evaluating strategies, managers and employees become committed to keeping the firm moving steadily toward achieving objectives. (Fred R, 2017:290)

1.3. Research Questions

This research answered the following questions;

1. How Ethiopian tourism perform environmental scanning using appropriate methods/ways?
2. How Ethiopian tourism formulate appropriate strategies to realize its vision?
3. How do the strategy implementation processes look like in the sector of Ethiopian tourism industry?
4. What strategy monitoring and evaluation systems are put in place and are they proper?
5. What are the major challenges to the strategic management process in Ethiopian tourism?

1.4. Objectives of the Study

1.4.1. General Objective

The general objective of this research is to assesses the practices followed by the Ethiopian tourism which are found in the ministry of culture and tourism in Addis Ababa on the strategic management, to identify the problem in this sector and to finally propose solutions for the findings in the strategic management processes.

1.4.2. Specific Objectives

The specific objectives of the study include:

1. To examine the performance of Ethiopian tourism regarding environmental scanning phase.
2. To realize how the sector, formulate the activities.
3. To assess the current strategy implementation management.
4. To examine the strategy evaluation of the sector and to determine the appropriateness of the tools employed.
5. To realize the challenges of strategic management on the Ethiopian tourism.

1.5. Significance of the Study

Different kinds of stakeholders including Ethiopian tourism leaders, policy formers, tour agencies, tourists/ clients, academicians and scholars will be beneficial directly or indirectly through findings.

The study will provide vital information about the practice of strategy management to decision makers in the ministry of culture and tourism in Addis Ababa. Also, will expose the main problems that delay smooth strategy management of ministry of culture and tourism in Addis Ababa. This will help management of Ethiopian tourism to learn the factors that support strategy management in the ministry of culture and tourism context.

In our country Ethiopia, the tourism sector should be the key of economic development because of its endowments and natural resources. for this reason, the goal would begin from ensuring the large profits of the country economic scale from tourism. So, this is can be done due to perfect strategic management process. After findings, this study will benefit for country economic scale development.

As long as they can use the gaps that will be revealed, policy makers will gain benefits to develop necessary policy strategies which addressed the strategic management challenges. This is helpful to improve effectiveness.

Tour agencies will also benefit in estimating the degree of success of strategic priority programs and projects and getting information concerning about potential strategy management problems.

From tourism service, tourists get benefit directly. Aligning the best service with the tourist benefit can give the value to the sector. So strategic management leaders should consider that the process of strategy are effectively used as a key. It also improves the country image problem for tourists. So, this study brings a benefit through emphasizing that the strategic management practices deserve especial attention and place.

Lastly, regarding academicians and researchers, the study will used as a bond to strategic management knowledge gap and also it will provide recommendation for further research in the arena of Ethiopian tourism management in Addis Ababa context. In addition, the study will use as a reference for future researcher who interested by this context.

1.6. Scope of the Study

The scope of this thesis regarding the title is to be an important stepping for examining the various aspects of the problems under consideration, understanding, formulating and guiding principles to govern the thesis procedure and developing for the enhancement of the existing situation of the strategic management in ministry of culture and tourism personnel including top level management , middle level management and operational level management professionals whose participating in these tourism sectors only in the ministry of culture and tourism ,Addis Ababa. Therefore, the study did not include the rest regional or part of tourism branches. The scope of this research is limited to ministry of culture and tourism in Addis Ababa. The study mainly assesses the practices of the sector strategic management attitudes in ministry of culture and tourism.

The study is delimited within the time horizon 2008-2012 the national growth and transformation plan the second GTP II (2015/2016-2019/20)

1.7. Organization of the Study

The study is organized in the following ways. The first chapter includes background of the study, statement of the problem, research questions, objective of the study, significant of the study and the scope of the study. In the second chapter, review of related literatures is exposed which covers issues of strategic management. In the third chapter research design and methodology illustrated detailly with the necessary aspects. The fourth chapter demonstrates the results and the discussion made based on the findings. The last chapter of this thesis covers the major findings, conclusion and recommendation on the basis of the analysis and limitation of the study.

CHAPTER TWO

RELATED LITERATURE REVIEW

2.1. Theoretical Review

Strategic management is the most important asset for any organization and it is the source of achieving competitive advantage. The management of strategy is very challenging as compared to managing technology or capital. And for its effective management any organization requires an effective formulation, implementation and monitoring/evaluating system. Strategic management practices refer to organizational activities directed at ensuring that the resources are employed towards the fulfillment of organizational goals.

This research reviews the existing literatures available on strategic management practices and has a purpose to develop an understanding of these practices and to examine the practices implemented in the ministry of culture and tourism and then investigate the better practice that can bring a good quality in strategic management area in the tourism sector.

Strategic management are the source of achieving competitive advantage because of its capability of convert the other resource (money, machine, methods and material even human power) in to output product/service.

2.1.1. Basic Concepts of Strategic Management

Strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives. As this definition implies, strategic management focuses on integrating management, marketing, finance/accounting, production/operations, research and development, and information systems to achieve organizational success. The term strategic management in this text is used synonymously with the term strategic planning. The latter term is more often used in the business world, whereas the former is often used in academia. Sometimes the term strategic management is used to refer to strategy formulation, implementation, and evaluation, with strategic planning referring only to strategy formulation. The purpose of strategic management is to exploit and create new and different opportunities for tomorrow; long-range planning, in contrast, tries to optimize for tomorrow the trends of today.

"Without a strategy, an organization is like a ship without a rudder, going around in circles. It's like a tramp; it has no place to go."-Joel Ross & Michael Kami (Fred, 2011:35).

2.1.2. Benefits of Strategic Management

Strategic management allows an organization to be more proactive than reactive in shaping its own future; it allows an organization to initiate and influence (rather than just respond to) an activity and thus to exert control over its own destiny. Small business owners, chief executive officers, presidents, and managers of many for-profit and nonprofit organizations have recognized and realized the benefits of strategic management. (Fred & Forest, 2017 :44)

Strategic management emphasizes long-term performance. Many companies can manage short-term bursts of high performance, but only a few can sustain it over a longer period of time. To be successful in the long-run, companies must not only be able to execute current activities to satisfy an existing market, but they must also adapt those activities to satisfy new and changing markets. Research reveals that organizations that engage in strategic management generally outperform those that do not. The attainment of an appropriate match, or "fit," between an organization's environment and its strategy, structure, and processes has positive effects on the organization's performance. Strategic planning becomes increasingly important as the environment becomes more unstable. A survey of nearly 50 corporations in a variety of countries and industries found the three most highly rated benefits of strategic management to be:

    I.   Clearer sense of strategic vision for the firm.
    II.   Sharper focus on what is strategically important.
    III.   Improved understanding of a rapidly changing environment.

To be effective, however, strategic management need not always be a formal process. It can begin with a few simple questions:

1. Where is the organization now? (Not where do we hope it is!)

2. If no changes are made, where will the organization be in one year? two years? five years? Ten years? Are the answers acceptable?

3. If the answers are not acceptable, what specific actions should management undertake? What are the risks and payoffs involved?

Planning the strategy of large, multidivisional corporations can be complex and time consuming. It often takes slightly more than a year for a large company to move from situation assessment to a final decision agreement because of the relatively large number of people affected by a strategic decision in a large firm, a formalized, more sophisticated system is needed to ensure that strategic planning leads to successful performance. Otherwise, top management becomes isolated from development in the business units, and lower level managers lose sight of the corporate mission and objectives. (Thomas, whealen & Hunger, 2012:6)

2.1.3. Challenges to Strategic Management

In their paper, Mehmet, Kalıpçı & Özlem (2018:11) state that Researchers have also investigated the barriers faced during Strategic management processes, including corporate management structure, culture and organizational politics, which have been cited as important examples of barriers in the literature. Chathoth et, al, (2014) researched the barriers for consumers, technology, strategy, management structure and culture and found the major barriers to be the corporate management structure and culture, a result which is consistent with the generic strategy implementation literature. Consumers are seen as a barrier to the extent that they lack the necessary knowledge, are prejudicial about the reviews, or are limited in terms of conceptualizing the total value creation. The findings have been explained as the result of traditionalism in the industry, which acts as a significant barrier to change, and as the result of a lack of competent skill sets among leadership and employees. Roper and Hodari (2015) suggested that top executives reject strategy tools because using them can restrict their ability to draw on their own knowledge and strategizing experience. Elbanna (2016) hypothesized that autonomy and control co-exist as distinct antecedents that influence organizational politics. Strategic control is effective in mitigating organizational politics, while organizational politics negatively affects strategic planning effectiveness. Competitive advantage and destination competitiveness are also researched by the authors, and suggestions for managers relating to destination management and marketing are framed in the context of strategic management.

2.1.4. Basic Model of Strategic Management

The process of strategic management (MODEL) is cyclical. The elements within it interact among themselves. the Strategic management consist of four basic elements namely, Environmental scanning, Strategy formulation, Strategy implementation, and Evaluation and control.

2.1.4.1. Environmental scanning

Before managers can begin strategy formulation, they must understand the context of the environment in which their organization competes. It is virtually impossible for a company to design a strategy without a deep understanding of the external environment. Once management has framed the aspects of the environment that impact the business, they are in a position to determine the firm's competitive advantages. (Thomas L, et, al, 2012:126)

Environmental scanning consists of analyzing internal and external factors that may affect the organization and its ability to pursue a given course of action. Scrutinizing the environment includes the appraisal of the composition of competition within the firm's industry and also involves assessing the impact of globalization on the industry and the company's performance. Internal environments refer to the quantity and quality of an organization's physical and human resources, including finance, managerial talents, and expertise in marketing, production, research and development, etc. The external environment consists of the operating environment (forces and conditions within the specific industry) and the remote environment (forces and conditions beyond a specific industry).   Although it may be difficult at times to distinguish between the internal and external environments, usually the issue of control is the deciding factors. Variables that are, to a certain degree, undermanagement's control are internal; those outside of management's control are external. Assessing the internal environment include evaluating the internal strength and weakness of the organization, whereas assessment of the external environment involves examining the condition and forces affecting the organization's strategic options that are typically beyond the firm's control. SWOT analysis typically generates strategic alternatives, which become the basis to forecast the future as it relates to the organization and to formulate the strategies and objectives that best match the organization with its environment. (Abbass & Alkhafaji ,2003:37)

In addition to this, in undertaking environmental scanning, strategic managers must first be aware of the many variables within a corporation's natural, societal, and task environments. The natural environment includes physical resources, wildlife, and climate that are an inherent part of existence on Earth. These factors form an ecological system of interrelated life. The societal environment is mankind's social system that includes general forces that do not directly touch on the short-run activities of the organization, but that can influence its long-term decisions. These factors affect multiple industries and are as follows:

- **Economic forces** that regulate the exchange of materials, money, energy, and information.
- **Technological forces** that generate problem-solving inventions.
- **Political–legal forces that** allocate power and provide constraining and protecting laws and regulations.
- **Sociocultural forces** that regulate the values, mores, and customs of society.

The task environment includes those elements or groups that directly affect a corporation and, in turn, are affected by it. These are governments, local communities, suppliers, competitors, customers, creditors, employees/labor unions, special-interest groups, and trade associations. A corporation's task environment is typically focused on the industry within which the firm operates. (Thomas L. et, al, 2012:127)

Scanning the corporation's external environment prevents surprises and helps ensure corporation's long-term health. Both the societal and task environments must be monitored to detect strategic factors that are likely to have strong impacts on corporate success or failure. Environmental scanning provides reasonably hard data on the present situation, but intuition and luck are needed to predict the future. Nevertheless, many firms formulate and implement strategic plan with little or no realization that their success is based on a series of assumptions. Many long-range plans are imply based on projections of the current situation; this can be dangerous.

Corporations, when forecasting the future, are faced with pressures from the external environment. Creditors want to be paid on time. Unions exert pressure for comparable wages and employment security. Governments and interest groups demand social responsibility.

Stockholders want dividends. All of these pressures must be considered in the selection of the best alternative. (Abbass & Alkhafaji., 2003:40)

2.1.4.2. Strategic Formulation

Strategy formulation (strategic planning) involves making strategic decisions concerning the organization's mission, philosophy, objectives, policies, and methods of achieving organizational objectives. Abbass &Alkhafaji (2003:37) state that Formulating a strategy is an important step to enhancing organizational position and building competitive advantages not only in the national but also in the global arena.

Strategy-formulation decisions commit an organization to specific products, markets, resources, and technologies over an extended period of time. Strategies determine long-term competitive advantages. For better or worse, strategic decisions have major multifunctional consequences and enduring effects on an organization. Top managers have the best perspective to understand fully the ramifications of strategy-formulation decisions; they have the authority to commit the resources necessary for implementation. (Fred & Forest 2017:34)

Strategy formulation is the development of long-range plans for the effective management of environmental opportunities and threats, in light of corporate strengths and weaknesses (SWOT). It includes defining the corporate mission, specifying achievable objectives, developing strategies, and setting policy guidelines. (Thomas L, 2012 :17)

Mission

An organization's mission is the purpose or reason for the organization's existence. It tells what the company is providing to society either a service. A well-conceived mission statement defines the fundamental, unique purpose that sets a company apart from other firms of its type and identifies the scope or domain of the company's operations in terms of products (including services) offered and markets served. A mission statement may also include the firm's values and philosophy about how it does business and treats its employees. It puts into words not only what the company is now but what it wants to become management's strategic vision of the firm's future. Thomas L, et al, (2012 :17) state that Some people like to consider vision and mission as two different concepts: Mission describes what the organization is now; vision describes what the organization would like to become. We prefer to combine these ideas into a

single mission statement. Some companies prefer to list their values and philosophy of doing business in a separate publication called a values statement.

Objectives

Objectives are the end results of planned activity. They should be stated as action verbs and tell what is to be accomplished by when and quantified if possible. The achievement of corporate objectives should result in the fulfillment of a corporation's mission. In effect, this is what society gives back to the corporation when the corporation does a good job of fulfilling its mission

Strategies

A strategy of a corporation forms a comprehensive master plan that states how the corporation will achieve its mission and objectives. It maximizes competitive advantage and minimizes competitive disadvantage.

Policies

A policy is a broad guideline for decision making that links the formulation of a strategy with its implementation. Companies use policies to make sure that employees throughout the firm make decisions and take actions that support the corporation's mission, objectives, and strategies.

2.1.4.3. Strategic Implementation

Strategy implementation is concerned with making a variety of managerial decisions such as the type of organizational structure, the type and source of information systems, leadership "fit," and the type of control mechanism that should be employed. (Abbass & Alkhafaji 2003:37)

Fred & Forest (2017:34) state that Strategy implementation requires a firm to establish annual objectives, devise policies, motivate employees, and allocate resources so that formulated strategies can be executed. Strategy implementation often is called the "action stage" of strategic management. Implementing strategy means mobilizing employees and managers to put formulated strategies into action. Successful strategy implementation hinges on managers' ability to motivate employees, which is more an art than a science. Strategies formulated but not implemented serve no useful purpose.

Strategy implementation is a process by which strategies and policies are put into action through the development of programs, budgets, and procedures. And Thomas & David (2012:21) with emphasize on this process might involve changes within the overall culture, structure, and/or management system of the entire organization.

Programs

A program is a statement of the activities or steps needed to accomplish a single-use plan. It makes a strategy action oriented. It may involve restructuring the corporation, changing the company's internal culture, or beginning a new research effort. To significantly cut costs, management decided to implement a series of programs.

Budgets

A budget is a statement of a corporation's programs in terms of dollars. Used in planning and control, a budget lists the detailed cost of each program. Many corporations demand a certain percentage return on investment, often called a "hurdle rate," before management will approve a new program. This ensures that the new program will significantly add to the corporation's profit performance and thus build shareholder value. The budget thus not only serves as a detailed plan of the new strategy in action, it also specifies through pro forma financial statements the expected impact on the firm's financial future.

Procedures

Procedures, sometimes termed Standard Operating Procedures (SOP), are a system of sequential steps or techniques that describe in detail how a particular task or job is to be done. They typically detail the various activities that must be carried out in order to complete the corporation's program.

2.1.4.4. Evaluation and Control

Evaluation and control are concerned with the evaluation systems that are to be used to ensure the operation of strategic planning to effectively achieve the organization's objectives. Evaluation consists of comparing the predicted results to the actual results. Strategic management is a process of appraising the corporation as a whole, taking the environment into

consideration. It usually focuses on opportunities and problems related to the achievement of corporate objectives in the long run. (Abbass & Alkhafaji, 2003 :37)

Strategy evaluation is the final stage in strategic management. Managers desperately need to know when particular strategies are not working well; strategy evaluation is the primary means for obtaining this information. All strategies are subject to future modification because external and internal factors constantly change. Strategy evaluation is needed because success today is no guarantee of success tomorrow! Success always creates new and different problems; complacent organizations experience demise. (Fred & Forest, 2017 :34)

2.1.5. Strategic Decision Making

According to Thomas L. et, al, (2012:25) The distinguishing characteristic of strategic management is its emphasis on strategic decision making. As organizations grow larger and more complex, with more uncertain environments, decisions become increasingly complicated and difficult to make. Unlike many other decisions, strategic decisions deal with the long-run future of an entire organization and have three characteristics:

1. Rare: Strategic decisions are unusual and typically have no precedent to follow.

2. Consequential: Strategic decisions commit substantial resources and demand a great deal of commitment from people at all levels.

3. Directive: Strategic decisions set precedents for lesser decisions and future actions throughout an organization

2.1.5.1. Strategic Decision-Making Process

Good arguments can be made for using either the entrepreneurial or adaptive modes (or logical incrementalism) in certain situations. Research indicates that the planning mode is not only more analytical and less political than are the other modes, but it is also more appropriate for dealing with complex, changing environments. Thomas, whealen, & David (2012:27) in their book emphasizes that therefore propose the following eight-step strategic decision-making process to improve the making of strategic decisions

1.Evaluate current performance results in terms of: -

- return on investment, profitability, and so forth, and

- the current mission, objectives, strategies, and policies.

2. Review corporate governance that is, the performance of the firm's board of directors and top management.

3. Scan and assess the external environment to determine the strategic factors that pose Opportunities and Threats.

4. Scan and assess the internal corporate environment to determine the strategic factors that are Strengths (especially core competencies) and Weaknesses.

5. Analyze strategic (SWOT) factors to: -

- pinpoint problem areas and
- review and revise the corporate mission and objectives, as necessary.

6. Generate, evaluate, and select the best alternative strategy in light of the analysis conducted in step 5.

7. Implement selected strategies via programs, budgets, and procedures.

8. Evaluate implemented strategies via feedback systems, and the control of activities to ensure their minimum deviation from plans.

2.1.6. Strategic Management in the Tourism Sector

Tourism as the world's largest business is a complex system of integrated parts, and each dimension receives attention at different times and locations, depending on the specific purpose and interest of the study at hand. (Peter & Ann, 2004:11)

A key feature of modern tourism is to view tourism as a business providing value for its host community as well as its owner. To understand how we can arrive at such a symbiotic state between a business and its context requires a preliminary overview of management theory and tourism's place within tis evolving discipline. Management theory is an academic discipline of the twentieth century and it has evolved into several established specialization sub-fields over time. According to (Peter & Ann, 2004:11) its early stirrings were associated with the need to increase productivity and efficiency which led to the development of the Scientific Management School. This in turn evolved in to the Classical Organizational Theory School as the emphasis

focused on large corporations. From these beginnings sprang the Behavioral School and Management Science sub-fields, as large corporations became global organizations requiring their own forms of technical and human management. As business functions became more complex and interrelated the Systems Approach was advocated as a way to direct the various component parts, and the Contingency or Situational Approach became necessary with the cross-cultural influence of international business. Tourism is a service industry that sells travel experiences.

The economists are referring to goods that do not need to be purchased by an individual because they are provided as a public service by the host community, but these goods and services are not free. They cost host communities and local residents many dollars through their taxes. This makes tourism a distinctive service industry, for to function it not only requires a partnership between host and guest, it often depends on a symbiotic arrangement between the public and private sectors.

2.2. Empirical Review

On the assessment of strategic management practices in the case of Ethiopian insurance corporation by Amelework (2015) studies was made locally. The main point of the research was assessing the strategic management practices of EIC, both primary and secondary sources of data were used for the research. By using the descriptive statistics, the quantitative data analysis was done. while the qualitative data was analyzed using narrative form. The findings specified that the strategy formulation process in EIC doesn't participate all employees on a bottom up approach. Outlining branches and districts in aren't also involved in this process. The researcher recommended that as employee engagement in strategy formulation encourage a sense of ownership of the strategy and further develops organizational capabilities, EIC should make sure that all employees have a say in the process. The top management or the process council and the strategic management team shall make sure that the strategy formulation process involves districts and branches outside Addis, the strategy formulation team should exert the necessary effort to make sure that the strategy gives due concern to the long-term insurance wing of the core process and others.

Another thesis entitled that the challenges of implementing strategic management in the case of commercial bank of Ethiopia Mekedas (2019). The study was collected the data based on

primary and secondary data collecting techniques (questionnaires, interview and written materials). The study also explored the techniques employed to overcome these challenges. The outcome of the research exposed specific strategic implementing challenges and techniques that relevant to the sector. A managerial style takes in to account the role of managers in strategy implementation have a significant impact on the organization, defines leadership in implementation of strategy, the mid-level managers role in strategic implementation, information availability and accuracy in implementation of strategy, technology in implementation of strategy, organizational culture and structure in strategy implementation. It is very challenging for an organization which does not take an accurate action for implementation to measure the degree of performance. Finally, the researcher recommended highly for the findings that it should be kept in mind that, if there is an alignment between strategy and other elements like resource allocation, organizational structure, work climate, culture, process and reward structure, then the effective implementation is possible.

A thesis entitled "strategic management practices in the construction industry a study of Indonesian enterprises" by Muhammad (2010) addresses the strategic management practices in the constructions activities of Indonesian enterprises. The aim of the research was to construct a conceptual model Indonesian construction enterprise to develop a sound long term corporate strategy that generates competitive advantage and superior performance. The model is refined through sequential statistical regression analyses of survey results with a sample size of 120 valid responses. The results of this study provide empirical evidence in support of the notion that a competitive advantage is achieved via the implementation of a dynamic capability frame work as an important way for a construction enterprise to improve its organizational performance.

A thesis entitled "strategic management practices as a competitive tool in enhancing performance of small and medium enterprises in Kenya." By Ruth Nyanchka Nyariki (2013). To establish strategic management practices and their influence on performance of SMEs in Kenya was the point of the study. The study involves the organization's behavior and characteristics influential with the new strategies to retain the competitiveness in the market. Majority of the SMEs adopted various strategies to a great extent in order to achieve competitive advantage were the findings of the research. Finally, the researcher conclude that the strategic management has a great chain with the competitive advantage. At the end the researcher closed the study by giving

massive recommends that the management needs to have positive rethink towards the use of strategic management and to have the right resource as the success of a business.in addition the researcher recommends that strategic training should be given to all employees in the SMEs in order to enhance their performance.

2.3. Conceptual or Theoretical Frame Work
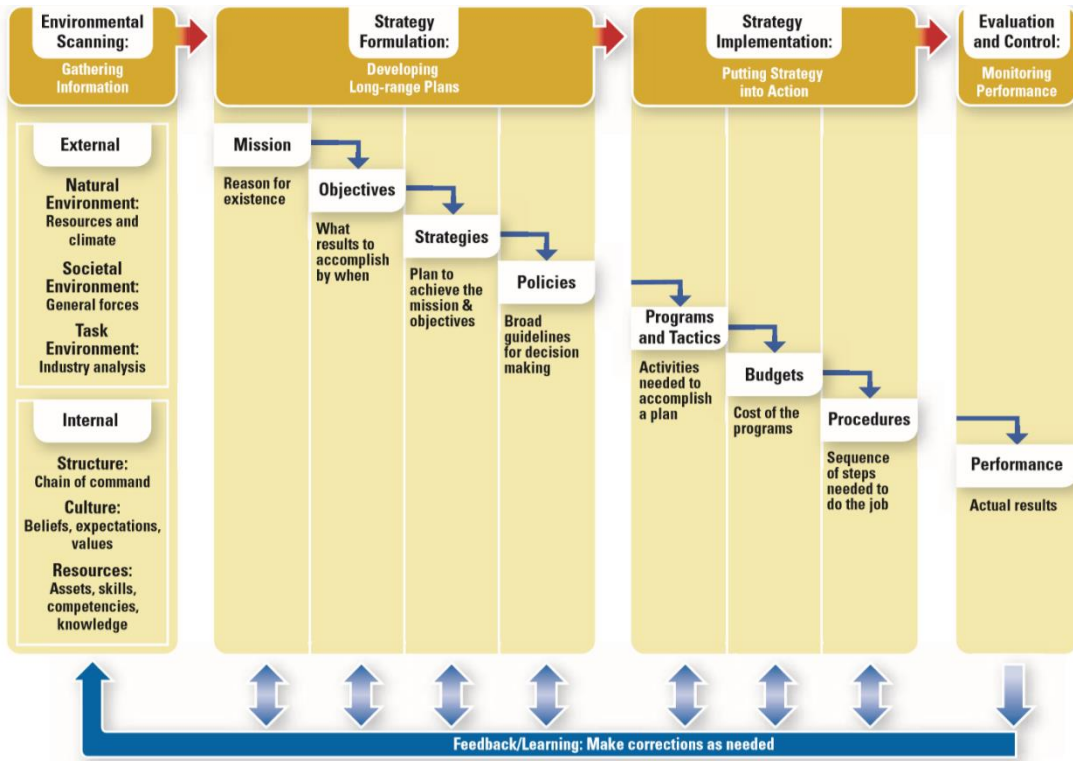
Source: Wheelen.T and Hunger.D (2018:34)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter deals with the research design, research strategy, target population, sampling size and sampling technique, data type and source of data, data collection procedures, data analysis methods, validity and reliability and ethical considerations.

3.1. The Research Design

The overall aim of the study is to present a generic strategic management process that could be used to ensure a prompt response to tourism performance of the sector. In order to achieve this study, descriptive research design method is adopted. The descriptive research is used to describe characteristics of a population or phenomenon being studied. It does not answer questions about how/ when/why the characteristics occurred. Rather it addresses the "what" question or what are the characteristics of the population or situation being studied? (from Wikipedia). So, the major purpose of descriptive research is to describe and present actual happenings of the strategic management process on the sector performance. Both quantitative and qualitative approaches of research are employed. The qualitative and quantitative data analysis, particularly responses from interview, and questionnaire are analyzed by using content analysis.

3.2. Population and Sampling Design

According to (Kohtari, 2004:62) If a population from which a sample is to be drawn does not constitute a homogeneous group, stratified sampling technique is generally applied in order to obtain a representative sample. Under stratified sampling the population is divided into several sub-populations that are individually more homogeneous than the total population (the different sub-populations are called 'strata') and then we select items from each stratum to constitute a sample. Since each stratum is more homogeneous than the total population, we are able to get more precise estimates for each stratum and by estimating more accurately each of the component parts, we get a better estimate of the whole. In brief, stratified sampling results in more reliable and detailed information. So, the researcher prefers to applied this sampling technique to identify the target population. This is due to get the advantage of accurate representation of the population. The strata used are managerial and non-managerial.

3.2.1. Target Population

The target population for the study is the permanent employees of ministry of culture and tourism in Addis Ababa city, which are 375 employees.

To generate data, stratified sampling technique is used. This technique is applied in order to obtain a representative sample from each stratum.

3.2.2. Sample Size

In order to determine the sample size for the study, three key factors such as confidence interval (it is also called level of precision or sampling error), confidence level, and the population size will be considered. The researcher will use the formula for estimating the sample size provided by Yaro Yamane (1973).

As I mentioned in the above, Yamane (1967) formulate the following simplified formula to calculate sample sizes. So, the study considers a 95% confidence level and a 5% confidence interval. Using the statistical formula, the sample size of the study is determined as follows:

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

$$n = \frac{375}{1 + 375(0.05)^2}$$

$$n = \frac{375}{1.9375}$$

$$n = 194$$

Therefore, the sample size for targeted population of the study will be 194 employees.

The applicable formula to identify the respective sample size for each stratum is

$N_s = (S_n/N) * n$ Where $N_s =$ Sample size for each Strata

$S_n =$ Population size of the Strata n

$N =$ Total Number of Population

$n =$ Sample Size

$N_s 1 = (17 / 375) * 194 = 9$

The total number of samples from managerial staff is 9.

$N_s 2 = (358 / 375) * 194 = 185$

The total number of samples from non-managerial staff is 185

3.3. Types of Data to be collected and used

To do this study both primary and secondary data are engaged. And also, both closed and open-ended questions are used in order to make the study more relevant.

3.3.1. Primary Sources

Primary data are data originated by a researcher for the specific purpose of addressing the problem at hand. The researcher used data collection tools such as personal interview and questionnaires. For the purpose of this study, primary data comprises responses obtained through questionnaires and interview from the randomly selected sample of individual employees of ministry of culture and tourism in Addis Ababa. In addition to this, original research done in a field will be a primary requirement.

3.3.2. Secondary Sources

Secondary data are data that have already been collected for purposes other than the problem in hand. Secondary data are essential in instance when data cannot be obtained using primary data collection procedures. This includes reviewing the available relevant literature materials, annual reports, reviews and written documents both from within the ministry or outside the sector about the strategic management process especially on the performance of the sector.

3.4. Methods of Data Collection

3.4.1. Questionnaire

This technique was chosen because it is flexible and can be used to gather information from large number of respondents. above and beyond, it is relatively inexpensive to administer and allow respondents to fill out at their own suitability. According to (Zikumund, B., Carr, Adhikari & Griffin, 2013:389) the objective of a structured questionnaire with prefixed option enables the respondent to answer quickly and without much stress. Respondents task overload increases if the questionnaire is not properly framed and options are not arranged in a specific manner. A well-designed questionnaire encourages the respondent to complete the survey with adequate

involvement and interest. For this study the researcher provided close ended questionnaire as an instrument for data collection. The questionnaire which is used as a data collection instrument in this study, consists two sections for each top-level management like CEO, directors' managers, etc. and non-managerial employees or officers. The first section includes demographic expressions designed to collect the demographic characteristics of the respondents. The second section contains the sector's strategic management practices and its challenges in each process, means environmental scanning, strategy formulation, strategy implementation and strategy monitoring and evaluation. The items included in the second section presented using a 5-point Likert scale from 1 ("strongly agree") to 5 ("strongly disagree").in addition, the questionnaire contains the open ended question in order to make the study more accurate and to give them a chance to respond in their insight.

3.4.2. Interview

The interview question and document analysis are used to collect data related with the study. All the above-mentioned sources of data have been consulted to check and cross-check the validity of the data collected. Thus, interview guides which comprise the structured questions will develop to collect additional data on questionnaire survey. the researcher considered Time, Accessibility and Opportunity during the interview program to gather exhaustive information as principles to collect information on the process of strategic management process.

3.5. Data Analysis Methods

After well organizing and proper editing, the collected data through close-ended questionnaire is coded and entered to the software so that will made ready analysis. For the purpose of achieving the objectives of the study, the data which is collected processed and analyzed with descriptive statistics using Statistical Package for Social Studies (SPSS). This technique was chosen by the researcher because of the helpfulness to summarize the sample, provides and allows describing the characteristics of the data collected and it helps to thoroughly analyze and interpret the questions one by one in order to reach meaningful results. Recognized mistakes and data gaps are correct as much as possible. The collected data through interview and open-ended questionnaire analyzed and presented qualitatively by using scientific literature. Throughout the analyzing process, tabular formats are used to show the findings by percentage and frequency in order to make understandable and meaningful results.

3.6. Validity

Validity is the accuracy of a measure or the extent to which a score truthfully represents a concept. In other words, are we accurately measuring what we think we are measuring? Researcher have attempted to assess validity in many ways. (Zikumund et, al, 2013:331) They attempt to provide some evidence of a measure's degree of validity by answering a variety of questions. Items in the questionnaire is prepared using a five point-Likert scale multiple questions and interview questions. In order to ensure validity of the items incorporated the questionnaire, the researcher uses tested or examined published questionnaire. And the researcher checked the relationship of the questionnaire with the study before it distributes. In addition to this the tested questionnaire is distributed to the employees of the ministry of culture and tourism who are the first hand encounter of the practice of strategic management which makes the study valid.

3.7. Reliability

Reliability is an indicator of a measure's internal consistency and dependability. consistency is an instrument to measuring and the key to understanding reliability. A measure is reliable when different attempts at measuring something converge on the same result. zikumund et al., (2013:101) state that one of the internal consistency methods of assessing reliability is Cronbach alpha coefficient. It is applied to check, if it is proper to rely on the outcome of the questionnaires. Coefficient ranges in value from 0, meaning no consistency, to 1, meaning complete consistency (all items yield corresponding values). Generally speaking, scales with a coefficient alpha between 0.80 and 0.95 are considered to have very good reliability, and an alpha value between 0.60 and 0.70 indicates fair reliability. when the coefficient alpha is below 0.6, the scale has poor reliability. Most statistical software packages, such as SPSS, will easily compute coefficient alpha. This coefficient measures the extent to which an instrument yields consistent result. So, by using this reliability test the researcher checked how fit items in a set are linked to one another. The researcher showed below the result of the reliability test for each managerial and non-managerial stratum.

Table 3. 1 Reliability test statistics

Reliability Statistics Of managerial strata	
Cronbach's Alpha	N of Items
.756	43

Reliability Statistics Of Non-Managerial strata	
Cronbach's Alpha	N of Items
.642	32

According to the Cronbach's alpha coefficients result the managerial strata got 0.756 which means it has good reliability and the non-managerial strata got 0.642 which means it has fair reliability so the results indicated that the questionnaire collected is reliable to conduct this study.

3.8. Ethical Considerations

According to (Zikumund et, al, 2013:101) A research works when all parties act ethically. Each party the researcher and the client dependent on the research participants honesty in answering questions during a research study. Thus, each is morally obligated toward the other. Likewise, each also has certain rights. When someone willingly consents to participate actively, it is generally expected that he or she will provide truthful answers. Honest cooperation is the main obligation of the research participant.in return for being truthful, the subject has the right to expect confidentiality.

The right to participate and refuse and also the purpose of the study will tell to the study subjects before starting the actual data collection.
Confidentiality of the information will be guarantee by not writing a name or anything that enable to identify study participants. In addition to that a respondent answer kept in a confidential place. Those authors (zikumund et al.,2013 :102) emphasizes that confidentiality means that information involved in the research will not be shared with others the respondent truly believes that confidentiality will be maintained, then it becomes much easier to respond truthfully, even potentially sensitive topics. Likewise, the researcher and the research sponsor also may expect the respondent to maintain confidentiality.

CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter demonstrates the presentation and analysis of data gathered from the employees of MoCT using questionnaires and interviews. Detail analysis was made on the data collected. The intention of the study is to assess the practice of strategic management processes in the ministry of culture and tourism. In this study, 194 questionnaires were distributed to the respondents and 31 questionnaires were not returned so this research was done based on the 163 returned questionnaires. And 3 top level managers were interviewed. The questionnaire included both open and close ended questions. The closed-ended questionnaire used a 5-point Likert Scale format. The questionnaire was highly organized and structured in accordance to strategic management processes with their respective challenges. For the measure of satisfaction, it uses rating scale that asks respondents to indicate the extent to which they agree or disagree to a given subject (Strongly Agree = 1, Agree = 2, Moderately Agree=3, Disagree=4 and Strongly Disagree = 5).

4.1. Demographic Information of the Respondents

The respondents used in this study are categorized in a category current job position, the number of years they served for the MoCT and the number of years they served in their current position.

Table 4. 1 Demographic Information of the Respondents

Items	Range	Frequency	Percentage
Current Position	Managerial	9	4.64
	Non managerial	185	95.36
No. of years Served in MoCT	Less a year	8	4.12
	1 – 4 years	53	27.32
	5 – 6 years	78	40.20
	7 – 8 years	31	15.98
	above 8 years	24	12.38
No. years Served in their Current Position	Less a year	8	4.12
	1-3 years	61	31.45

	4-5 years	83	42.78
	6-7 years	29	14.95
	Above 7 years	13	6.70

Source: Own Survey, May 2020

As showed in the table 4.1, the respondents are divided into two strata which are managerial and non-managerial. Out of 194 respondents 9 of the respondents are in managerial strata which is 4.64% and 185 respondents are from the non-managerial strata which makes it 95.36%. As one categorizing mechanism the researcher used the number of years served in MoCT and in this category we have less a year, 1-4 years, 5-6 years, 7- 8 years and above 8 years with their respectful percentile 4.12%, 27.32% ,40.20%,15.98% and 12.38%. The other category is number of years served in the current position which holds Less a year, 1-3 years, 4-5 years, 6-7 years and above 7 years with their respectful percentile 4.12%, 31.45%, 42.78% 14.95% and 6.70%. This data illustrates that most of our respondents are well experienced and have an awareness on the strategic management since they been through all processes of strategic management practice. This makes the respondents helpful for the researcher in order to find out the facts and get the desired results.

4.2. Questionnaire and interview Collected Status

Table 4. 2 Questionnaire collected status

	Questionnaire	Frequency (f)	Percentage (%)
Managerial	Returned	7	77.78
	Non returned	2	22.22
	Total	9	100
Non- Managerial	Returned	156	84.32
	Non returned	29	15.68
	Total	185	100

Source: Own Survey, May 2020

As showed in Table 4.2, 84.32% of the questionnaires distributed to the employees are collected and 15.68 % of the questionnaires are not returned. From the managerial strata 7 is returned and

2 is not returned and from the Non-managerial 156 is returned and 29 is not returned. This implies that the sample addressed is demonstrative of the targeted population.

As mentioned in the above 3 top level managers were interviewed namely Mr. Mekonnen from Planning & Budget Preparation, Monitoring & Evaluation Directorate via telephone, Mr. Israel from Human Resource Management and Development Directorate personally in MoCT and Mr. Ermiyas the team leader of the planning team via telephone. The targeted interview for conducting the research was 5 personnel. Four experts from each phase of strategic management and one personnel from human resource management. This is because its mandatory to get the experts opinion on each phase in order to get full information and wide perspective on the practices. But due to corona pandemic the targeted interview became impossible. So, the interview was done for 3 personnel in MoCT. The reason why these 3 personnel are selected for the interview is because they hold a key position in the performance of strategic management practices in MoCT.

4.3. Findings

In this section the findings gathered from questionnaire, interview and document review are presented. And it's presented for each process of strategic management practice.

4.3.1. Environmental Scanning

For this section of strategic management, the researcher used questionnaire, interview and document review. The interview was done for 3 top level managements. The Planning & Budget Preparation, Monitoring & Evaluation Directorate director indicates that strategic management process in MoCT begins with evaluation of the previous period strategic plan and that a detailed scanning is very important for strategic management since it is a core tool for the rest of the strategic management. And he said that the planning team understands these facts and tries to use the appropriate method for the environmental scanning practice. The director also added that MoCT strives to perform all the necessary analysis needed for a full environmental analysis and the planning team undertook SWOT analysis on the basis of GTP I performance and the stakeholder analysis in MoCT includes the main stakeholders which are federal government, regional governments, enterprise and tourists. And also, in performing stakeholder analysis the

planning team faces a resource shortage to cover every stakeholder in the sector and this obliged the team to focuses only on the major parties and neglects the minor ones.

Table 4. 3 view of Management's on comprehensiveness of MoCT's Environmental Scanning

Statements	strongly agree		Agree		moderately agree		disagree		strongly disagree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
MoCT comprehensively analyzed strength and weakness in order to develop realistic and achievable strategy.	1	14.3%	3	42.9%	2	28.6%	1	14.3%	0	0.0%
MoCT comprehensively analyzed opportunity and threats that will drive profitability, growing and volatility.	2	28.6%	1	14.3%	3	42.9%	1	14.3%	0	0.0%
MoCT undertook proper stakeholder analysis before the corporate strategy is formulated	1	14.3%	1	14.3%	3	42.9%	2	28.6%	0	0.0%
A comprehensive competitor analysis is done for strategy formulation	0	0.0%	1	14.3%	2	28.6%	3	42.9%	1	14.3%

Source: Own Survey, May 2020

From the table above 85.7%, 85.7%, 71.4% and 42.9% respondents respectively agreed that MoCT has comprehensively analyzed strength and weakness in order to develop realistic and achievable strategy, comprehensively analyzed opportunity and threats that will drive profitability, undertook proper stakeholder analysis before the corporate strategy formulation and comprehensive competitor analysis is done for strategy formulation. The rest of the respondents disagreed on this issue. In addition to the respondent's response the second growth and transformation plan (GTP II) of MoCT shows that SWOT, Stakeholder and Competitor analysis was done by using the first growth and transformation plan (GTP I) of MoCT as a standing point. For instance, the document reviews the SWOT analysis as follows. As their strength they listed signed international agreements are being implemented, created institutional framework to carry out the mission of the culture and tourism sector in the federal and regional states, the relation between institutions at the federal and regional state level are strengthened and created organization that directs the tourism sector. As their weakness they listed inability to approve and implement proposed rules, regulations and guide lines as soon as possible, weakened monitoring and evaluation on the policy performance, policy packages not being prepared and

implemented and insufficient promotion on the policy to widespread awareness in the society and tourists. As their opportunity they listed recorded continuous growth in our country, Green development strategy being implemented, the expansion of the country's infrastructure and urban development, the existence and recognition of wide range of natural and cultural attraction, having a global competitive and robust airline and being the center of Africa and located international institute. For the last portion of SWOT analysis as their threat they listed the existence of highly competitors in the sector, unstable political situation in the horn of Africa, under performance of stakeholders in the chain work to satisfy the needs of customers and risk of losing cultural resources and natural attraction due to lack of involvement of the sector in impact assessment of infrastructure projects. Concerning competitor analysis in this sector the competitive parties are other African countries and to increase competitiveness all information about competitor and neighboring African countries is needed to accurately assess their position in the sector. So that MoCT can use the information to spot gaps and opportunities to gain advantages. But in this statement respondents believe there is a need to work on this analysis to realize the desired accomplishment and to become one of the competitive countries in Africa on tourism sector.

4.3.2. Strategy Formulation

Table 4. 4 view of Management's on MoCT's Strategy Formulation Process

Statements	strongly agree		Agree		moderately agree		disagree		strongly disagree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
The vision statement is achievable, inspiring and easy to understand	1	14.3%	4	57.1%	2	28.6%	0	0.0%	0	0.0%
The strategy formulation process in MoCT involves concerned stakeholders	2	28.6%	1	14.3%	2	28.6%	2	28.6%	0	0.0%
MoCT's mission statement reflects the purpose / main activity of the corporation and whom it serves	2	28.6%	4	57.1%	1	14.3%	0	0.0%	0	0.0%
The goals and objectives of MoCT are attainable	1	14.3%	3	42.9%	1	14.3%	2	28.6%	0	0.0%
The goals and objectives of MoCT are relevant or proper.	2	28.6%	3	42.9%	1	14.3%	1	14.3%	0	0.0%

	Strongly agree		Agree		Moderately agree		Disagree		Strongly disagree	
	2	28.6%	3	42.9%	1	14.3%	1	14.3%	0	0.0%
MoCT's strategy is appropriate to the attainment of Mission, vision, values, goals & objectives										

Source: Own Survey, May 2020

The above table illustrates the response of respondents concerning the formulation of the strategic managements. All respondents from the managerial strata agreed on the vision statement being achievable, inspiring and easily understandable and the mission statement reflecting the purposes of the MoCT. On the involvement of stakeholders in strategy formulation process, 71.4% of the respondents agreed and 28.6% of the respondents disagreed. Also, on MoCT's strategy being appropriate and relevant to attain the mission, vision, value, goals and objectives 85.7% of the respondents agreed and 14.3% of the respondents disagreed. As the interviewees implied that effective formulation of a strategy needs a full awareness of the internal strengths of any organization. So that the organizations can use the potential strength as an advantage regarding the sector competition and in this sense MoCT benefited from the well-executed internal analysis during environmental scanning phase which fully exposed SWOT of the sector. Overall, the respondents and interviewees believe that the strategy formulation process in MoCT involved concerned stakeholders such as federal governments, regional government and private and public sector as much as possible and the respondents implies that the formulated vision, mission, goals objectives of MoCT are appropriately formulated and they are articulated in a way that consider the current situation of MoCT and the entire country.

Table 4. 5 view of employees on contribution during MoCT's Strategy Formulation Process

	Strongly agree		Agree		Moderately agree		Disagree		Strongly disagree	
Statements	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
The strategic plan preparation in MoCT is participatory	11	7.1%	23	14.7%	78	50.0%	44	28.2%	0	0.0%

Source: Own Survey, May 2020

The non-managerial respondents were asked whether the strategic plan preparation in MoCT is participatory or not and 71.8% respondents agreed that it's participatory and 28.2% disagreed on this topic. Employee's participation in the formulation process can help to ensure the MoCT's performance. The above finding implies that majority of the employees believes participation in

the formulation phase is ensured. And this can bring commitment to the formulated strategy and sense of belongingness in MoCT. The respondents believe the participation of employees in this phase also will promotes the employees to feel responsible for owning and delivering the plan in the implementation process.

4.3.3. Strategy Implementation

Table 4. 6 view of management's on MoCT's Strategy Implementation process

Statements	Strongly agree		Agree		Moderately agree		Disagree		Strongly disagree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
The strategy has been effectively communicated	0	0.0%	2	28.6%	4	57.1%	1	14.3%	0	0.0%
The role of each work unit and every individual in ensuring achievement of the strategic plan is communicated well	0	0.0%	1	14.3%	3	42.9%	2	28.6%	1	14.3%
Necessary guidance on preparation of operational plans has been given	1	14.3%	3	42.9%	2	28.6%	1	14.3%	0	0.0%
Activities of the MoCT are aimed primarily at meeting the interest of customers	1	14.3%	3	42.9%	2	28.6%	1	14.3%	0	0.0%
MoCT explained the actionable steps of the plan to the employee.	0	0.0%	3	42.9%	3	42.9%	1	14.3%	0	0.0%
Gives your team the best possible platform in order to commit to the plan (clarity)	0	0.0%	3	42.9%	3	42.9%	1	14.3%	0	0.0%
Making the employee feels like they are responsible for owning and delivering the plan	0	0.0%	1	14.3%	4	57.1%	2	28.6%	0	0.0%
MoCT always strives to deliver better than what it delivers last time	0	0.0%	2	28.6%	2	28.6%	2	28.6%	1	14.3%
Activities of MoCT in ensuring continuous learning are enough	0	0.0%	0	0.0%	2	28.6%	3	42.9%	2	28.6%
The operational plan of your work unit is integrated with the strategy	0	0.0%	2	28.6%	3	42.9%	2	28.6%	0	0.0%

Source: Own Survey, May 2020

As shown in table 4.6, the third process of the strategic management practice is strategy implementation and it is in detail questioned for the managerial strata. The first stage in strategy

implementation is communicating the strategy to management and employees so that all level of personnel and departments understand the implementation required to achieve the sector's goal. And out of the 7 respondents 85.7% agreed and 14.3% disagreed on the strategy being effectively communicated. On the statement which is the role of each work unit and every individual in it for ensuring achievement of the strategic plan being well communicated the opinion of the respondents in percentile is 57.1% agreed and 42.9% disagreed. For necessary guidance on preparation of business plans been given and Activities of the corporation are aimed primarily at meeting the interest of customers the respondents answered 85.7% agreed and 14.3% disagreed. Also, the respondent's comment is 85.7% agreed and 14.3% disagreed on MoCT explaining the plan to the employee and Gives teams the best possible platform in order to commit to plan in action. One effective way for proper implementation of a strategy is making the employee feels like they are responsible for owning and delivering the plan and the respondent's opinion in percentile are 85.7% agreed and 14.3% disagreed. On MoCT always strives to deliver better than what it delivers last time the response is 57.1% agreed and 42.9% disagreed. Activities of MoCT in ensuring continuous learning being enough is a topic that got the most disagreement out of the other questions concerning implementation. The result is 28.6 % agreed and 71.4% disagreed. The final statement questioned for the managerial strata in implementation is the integration of operational plan of work unit with the corporate strategy and the responses are 71.4% agreed and 28.6% disagreed. In this topic different opinion is encountered and most of the answers are weighted to disagreements which indicate the existence of problem and gaps in this particular process of strategic management. And one of interviewees emphasis that a strategy is only effective if it is interpreted on the actual world and in order to do that MoCT management team is trying to communicate the formulated strategy to the employee of MoCT. As the interviewees explained creating a climate of effective communication helps to build a trust among the employees and strengthens the ability of the sector to implement its strategies and plans in an easier way. And also, the respondents from management strata believe that the managements should set an example for the employees since it encourages feelings of equality, hard work, commitment and motivation. So, the respondents believe that the management team is setting an example as much as possible to make the employee feels like they are responsible for owning and delivering the plan. In general, all respondents believe that

there is a gap in this typical phase due to many reasons. Hence the strategy implementation process requires a special attention in MoCT.

Table 4. 7 view of non- Managerial Employee's on MoCT's Strategy Implementation process

Statements	Strongly agree		Agree		Moderately agree		Disagree		Strongly disagree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
MoCT's vision has been effectively communicated	6	3.8%	31	19.9%	63	40.4%	56	35.9%	0	0.0%
MoCT's mission has been effectively communicated	6	3.8%	29	18.6%	72	46.2%	49	31.4%	0	0.0%
MoCT's core values have been effectively communicated	6	3.8%	29	18.6%	72	46.2%	49	31.4%	0	0.0%
MoCT's goals and objectives are effectively communicated	2	1.3%	26	16.7%	45	28.8%	74	47.4%	9	5.8%
The operational plan preparation in your respective work unit is participatory	0	0.0%	28	17.9%	40	25.6%	71	45.5%	17	10.9%
Individual roles in achieving the strategic plan are communicated well	0	0.0%	28	17.9%	40	25.6%	71	45.5%	17	10.9%
Activities of MoCT are aimed primarily at meeting the interest of customers	8	5.1%	67	42.9%	64	41.0%	10	6.4%	7	4.5%
MoCT always strives to deliver better than what it delivers last time	0	0.0%	41	26.3%	73	46.8%	42	26.9%	0	0.0%
Activities of MoCT in ensuring continuous learning are enough	0	0.0%	0	0.0%	26	16.7%	77	49.4%	53	34.0%

Source: Own Survey, May 2020

As table 4.7 shows the non-managerial employee of MoCT opinion on strategy implementation is presented. Their opinion on vision, mission, core value, corporate goals and objectives being effectively communicated is as follows. On vision of MoCT the respondent's opinion in percentile is 64.1% agreed and 35.9% disagreed. Regarding mission and core value the response is 68.6% agreed and 31.4% disagreed. Concerning corporate goal and objective the reply is 46.8

% agreed and 53.2% disagreed. The respondents were also asked if their respective work unit operational plan was participatory and individual role in the achievement of strategic plan were well communicated and the reply is 43.6% agreed and 56.4% disagreed. On the statement Activities of the corporation are aimed primarily at meeting the interest of customers the response is 89.1% agreed and 10.9% disagreed. And also, the statement MoCT always strives to deliver better than what it delivers last time is stated and the response is 73.1% agreed and 26.9% disagreed. The last statement on the strategy implementation process is that Activities of MoCT in ensuring continuous learning is enough and the response from the non-managerial strata is 16.7% agreed and 83.3% disagreed. As this indicates the non-managerial employees of MoCT have an opinion that weighted to disagreement on the strategy implementation process. The respondents reflected that there is a need in MoCT concerning continuous learning to help employees gain knowledge, skills and abilities. And also, they believe MoCT should give a special place for the employee attitudes and opinion in order to execute the desired goals. Generally, the researcher can say from this MoCT employee's opinion on the strategy implementation is toward negativity hence there is a need in improvement.

4.3.4. Strategy Monitoring and Evaluation

Table 4. 8 view of Management's on MoCT's Strategy Monitoring and Evaluation

Statements	strongly agree		Agree		moderately agree		Disagree		strongly disagree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
MoCT uses proper tools for monitoring the implementation of strategies.	2	28.6%	3	42.9%	2	28.6%	0	0.0%	0	0.0%
The standards based on which strategy implementation is clearly evaluated.	2	28.6%	3	42.9%	2	28.6%	0	0.0%	0	0.0%

Source: Own Survey, May 2020

The above table demonstrates the opinion of managerial employees on strategy monitoring and evaluation. All of the respondents agreed with different level of agreement on the statement provided which are MoCT uses proper tools for monitoring the implementation of strategies and the standards based on which strategy implementation is evaluated is clear. This clarifies that the managerial employees of MoCT have a positive perspective on this specific process of strategic

management practice. As the document review showed MoCT used balanced scorecard (BSC) as evaluating and monitoring tool and the interviewees said that BSC in MoCT situation is the appropriate tool for the evaluating and monitoring. And also said the stated standards in the BSC are easy and can be clearly understood by both the evaluators and the employees being evaluated.

Table 4. 9 view of non-managerial Employee's on MoCT Strategy Monitoring and Evaluation

Statements	Strongly agree		Agree		Moderately agree		Disagree		Strongly disagree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
MoCT uses proper tools for monitoring the implementation of strategies	0	0.0%	5	3.2%	34	21.8%	91	58.3%	26	16.7%
Evaluation of strategy implementation is done fairly and transparently according to the standards	0	0.0%	5	3.2%	34	21.8%	91	58.3%	26	16.7%

Source: Own Survey, May 2020

As shown in table 4.9, the view of non-managerial employee's on MoCT strategy monitoring and evaluation is listed. And it includes the uses of proper tools for monitoring the implementation of strategies and the fair and transparent execution of evaluation of strategy implementation being done according to the standards. And the respondent's opinion in percentile is 25% agreed and 75% disagreed which illustrate high percentage of disagreement. From this we can say that there is a problem and gap in this particular process of strategic management. The respondents believe that the tools of evaluation explain briefly how the works supposed to be done with its components. They also believe that the tool helps them to achieve the goals and objectives as per the plan and they are evaluated according to the approved balanced scorecard (BSC).

4.3.5. Challenges of strategic management processes

Table 4. 10 view of Management's on Challenges of Strategic Management practices

Statements	strongly agree		Agree		moderately agree		Disagree		strongly disagree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
1. Environmental scanning										
Lack of proper knowledge and skills	0	0.0%	2	28.6%	5	71.4%	0	0.0%	0	0.0%
Absence of well consolidated data	0	0.0%	4	57.1%	3	42.9%	0	0.0%	0	0.0%
2. Strategy Formulation										
Lack of proper knowledge and skills	0	0.0%	1	14.3%	3	42.9%	3	42.9%	0	0.0%
The strategy being incompatible with MoCT's situation	0	0.0%	0	0.0%	2	28.6%	3	42.9%	2	28.6%
3. Strategy Implementation										
Lack of acceptance by employees and support from the top management	0	0.0%	5	71.4%	0	0.0%	2	28.6%	0	0.0%
Shortage of resources	0	0.0%	2	28.6%	5	71.4%	0	0.0%	0	0.0%
Inappropriate organizational structure	0	0.0%	0	0.0%	2	28.6%	5	71.4%	0	0.0%
Poor communication strategy	0	0.0%	6	85.7%	1	14.3%	0	0.0%	0	0.0%
Lack of proper knowledge and skills	2	28.6%	2	28.6%	2	28.6%	1	14.3%	0	0.0%
Political turbulences	2	28.6%	4	57.1%	1	14.3%	0	0.0%	0	0.0%
Key personnel leaving the organization	0	0.0%	1	14.3%	2	28.6%	4	57.1%	0	0.0%
Overall goals weren't well understood by employees	0	0.0%	6	85.7%	0	0.0%	0	0.0%	1	14.3%
Poor coordination	0	0.0%	6	85.7%	0	0.0%	1	14.3%	0	0.0%
Unawareness or misunderstanding of the strategy	0	0.0%	5	71.4%	2	28.6%	0	0.0%	0	0.0%
People aren't rewarded for achieving the strategic plan	1	14.3%	4	57.1%	2	28.6%	0	0.0%	0	0.0%
Uncontrollable environmental factors since the strategy is formulated based on assumptions	0	0.0%	0	0.0%	2	28.6%	5	71.4%	0	0.0%
4. Strategy Monitoring and Evaluation										
Absence of effective monitoring	1	14.3%	4	57.1%	2	28.6%	0	0.0%	0	0.0%
Lack of proper knowledge and skills	0	0.0%	4	57.1%	3	42.9%	0	0.0%	0	0.0%
Lack of timely feedback	0	0.0%	3	42.9%	4	57.1%	0	0.0%	0	0.0%
False report on progress	0	0.0%	5	71.4%	1	14.3%	1	14.3%	0	0.0%

Source: Own Survey, May 2020

As table 4.10 shows the challenges of strategic management practice in MoCT. The challenges are listed with the respective strategic management processes. The first process is environmental scanning. In this particular process two challenges are mentioned which are lack of proper knowledge and skills and absence of well consolidated data. All managerial respondents believe the presence of these challenges in MoCT. Under strategy formulation two challenges are also mentioned. These are lack of proper knowledge and skills and the strategy being incompatible with MoCT's situation. The respondent's on lack of proper knowledge and skills responded 57.1% agreement. And strategy incompatibility with MoCT's situation got optimistic opinion from 28.6% managerial respondents. The third process of the strategic management is strategy implementation. In this particular process many challenges are listed. It began with Lack of acceptance by employees and support from the top management and the response it got was an agreement from 71.4% managerial respondents. And on Shortage of resources the respondent's opinion was all members of managerial strata agreement on its occurrence in MoCT. The respondent's response on the existence of inappropriate organizational structure was 28.4% agreed from managerial. And on Poor communication on the strategy managerial respondents commented full agreement. On this specific process which is strategy implementation the lack of proper knowledge and skills is a major challenge. Hence an 85.8% respondent from managerial strata believes the existence of it. And one of the factors that affect the entire country well-being is political turbulences and, on this topic, all respondents from managerial agreed on its existence. The other challenge included was key personnel leaving the organization and their respondents' response on this was 42.9% agreement. Then the respondents were asked if the overall goals weren't well understood by employees and 85.7% from managerial agreed up on it. In order to implement a strategy effectively there must be coordination among the employees and the managerial team. Poor coordination leads to failure and the respondents were asked if this exist or not and their response was agreement among 85.7% respondents from managerial strata. And the other statement is unawareness or misunderstanding of the strategy and the opinion it acquired was all respondent agreement. As an encouragement tool many organizations use reward and this makes employees perform in their best ability to achieve the strategy and the research asked in MoCT if People aren't rewarded for achieving the strategic plan and all respondents from management team reacted positively regarding this issue. The last statement mentioned in challenge concerning strategy implementation is Uncontrollable environmental

factors since the strategy is formulated based on assumptions and respondents replied 28.6% agreement from managerial strata. The last process of strategic management is evaluation and monitoring of a strategy. And in this typical process four challenges are listed. These are absence of effective monitoring, lack of proper knowledge and skills, lack of timely feedback and false report on progress. The statements addressed got full agreement on their existence from managerial strata except from false report on progress which got 85.7% respondents' agreement

Table 4. 11 view of Employee's on Challenges of Strategic Management practice.

Statements	Strongly agree		Agree		Moderately agree		Disagree		Strongly disagree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
1. Environmental Scanning										
Lack of proper knowledge and skills	18	11.5%	60	38.5%	71	45.5%	7	4.5%	0	0.0%
Absence of well consolidated data	18	11.5%	60	38.5%	71	45.5%	7	4.5%	0	0.0%
2. Strategy Formulation										
Lack of proper knowledge and skills	3	1.9%	88	56.4%	56	35.9%	9	5.8%	0	0.0%
The strategy being incompatible with MoCT's situation	0	0.0%	28	17.9%	42	26.9%	55	35.3%	31	19.9%
3. Strategy Implementation										
Lack of acceptance by employees and support from the top management	4	2.6%	41	26.3%	102	65.4%	9	5.8%	0	0.0%
Shortage of resources	9	5.8%	89	57.1%	40	25.6%	9	5.8%	9	5.8%
Inappropriate organizational structure	19	12.2%	12	7.7%	40	25.6%	85	54.5%	0	0.0%
Poor communication strategy	27	17.3%	37	23.7%	87	55.8%	5	3.2%	0	0.0%
Lack of proper knowledge and skills	14	9.0%	105	67.3%	31	19.9%	6	3.8%	0	0.0%
Political turbulences	0	0.0%	44	28.2%	60	38.5%	52	33.3%	0	0.0%
Key personnel leaving the organization	0	0.0%	20	12.8%	30	19.2%	64	41.0%	42	26.9%
Overall goals weren't well understood by employees	33	21.2%	111	71.2%	12	7.7%	0	0.0%	0	0.0%
Poor coordination	78	50.0%	34	21.8%	40	25.6%	4	2.6%	0	0.0%
Unawareness or misunderstanding of the strategy	24	15.4%	105	67.3%	21	13.5%	6	3.8%	0	0.0%
People aren't rewarded for achieving the strategic plan	63	40.4%	48	30.8%	33	21.2%	12	7.7%	0	0.0%
Uncontrollable environmental factors since the strategy is formulated based on assumptions	0	0.0%	37	23.7%	41	26.3%	54	34.6%	24	15.4%
4. Strategy Monitoring and Evaluation										
Absence of effective monitoring	102	65.4%	38	24.4%	16	10.3%	0	0.0%	0	0.0%
Lack of proper knowledge and skills	28	17.9%	74	47.4%	35	22.4%	19	12.2%	0	0.0%
Lack of timely feedback	102	65.4%	38	24.4%	16	10.3%	0	0.0%	0	0.0%
False report on progress	116	74.4%	22	14.1%	18	11.5%	0	0.0%	0	0.0%

Source: Own Survey, May 2020

As table 4.11 shows the challenges of strategic management practice in MoCT from the view of non-managerial strata. The challenges are listed with the respective strategic management processes. The first process is environmental scanning. In this particular process two challenges are mentioned which are lack of proper knowledge and skills and absence of well consolidated data. 95.5% of non-managerial respondents believe the presence of these challenges in MoCT. Under strategy formulation as a challenges lack of proper knowledge and skills and the strategy being incompatible with MoCT's situation are stated. The respondent's on lack of proper knowledge and skills the respondent's responded 94.2% agreement. And on the statement strategy incompatibility with MoCT's situation got majority disagreement from the respondents and agreement from 44.9% non-managerial respondents. In strategy implementation process many challenges are listed. The first is lack of acceptance by employees and support from the top management and the response it got was an agreement among 94.3% respondents. And on Shortage of resources the respondent's opinion was 88.6% non-managerial strata agreement on its occurrence in MoCT. The respondent's response on the existence of inappropriate organizational structure was 44.8% agreed from non-managerial strata. And on Poor communication on the strategy non-managerial respondents commented 96.8% agreement. On this specific process which is strategy implementation the lack of proper knowledge and skills is a major challenge. Hence 96.2% respondent from non-managerial believes the existence of it. And one of the factors that affect the entire country well-being is political turbulences and, on this topic, 66.7% non-managerial respondents agreed on its existence. The other challenge included was key personnel leaving the organization and their respondents' response on this was 32% agreement from non-managerial strata. Then the respondents were asked if the overall goals weren't well understood by employees and all members from non-managerial agreed up on it. In order to implement a strategy effectively there must be coordination among the employees and the managerial team. Poor coordination leads to failure and the respondents were asked if this exist or not and their response was agreement among 97.4% respondents from non-managerial strata. And the other statement is unawareness or misunderstanding of the strategy and the opinion it acquired was 96.2% respondent agreement from non-managerial strata. As an encouragement tool many organizations use reward and this makes employees perform in their best ability to achieve the strategy and the research asked in MoCT if People aren't rewarded for achieving the strategic plan and 92.3% of respondents from non-managerial strata each reacted

positively regarding this issue. The last statement mentioned in challenge concerning strategy implementation is Uncontrollable environmental factors since the strategy is formulated based on assumptions and respondents replied 50% agreement from non-managerial strata. On the fourth process of strategic management which is evaluation and monitoring of a strategy. And in this typical process four challenges are listed for the non-managerial strata. These are absence of effective monitoring, lack of proper knowledge and skills, lack of timely feedback and false report on progress. The statements addressed got full agreement on their existence from this stratum also except from lack of proper knowledge and skills which got 87.8% respondents' agreement.

4.4. Discussion on findings

This portion of the study provides the major finding of the research and the discussion made according to the findings. The discussion focuses on the four processes of the strategic management and their challenges.

4.4.1. Environmental Scanning

Environmental scanning is considered as a useful device that facilitates an assessment of information related to the environment. According to management study guide Environmental scanning refers to possession and utilization of information about events, patterns, trends, and relationships within the sector's internal and external environment. Environmental scanning helps the mangers to decide the future path of the organization. Before managers can begin to formulate an effective strategy, they must make a critical examination of the firm's environment such as assessing the strategic situation, analyzing the organization's industry and assessing the organization internal environment. Environment must be scanned so as to determine development and forecasts of factors that will influence organizational success. The findings show that MoCT used appropriate methods for environment scanning. After a brief review of the previous period strategic plan, has gone through environmental scanning before the strategic plan is formulated. A very deep scanning of the GTP I was done. SWOT analysis, Stakeholders analysis and competitor analysis was done to ensure a better strategic management for the upcoming periods. MoCT did a brief SWOT analysis as we seen from the document review all the strength, weakness, opportunity and threat of the previous period was analyzed and listed for the purpose of strategy formulation. Regarding stakeholder analysis MoCT did the analysis but a

problem encountered with this analysis is that it did involve all stakeholders. A response from the interviewees indicates that there was a limitation in stakeholder analysis such as not making a sufficient environmental scanning on local peoples of tourism destination and small enterprise. It is known that Local people are also very important in tourism development. They may have legitimate concerns and may resist any tourism development. Therefore, there is a need to scan thoroughly their environment to know their norm, cultural value and development needs. Since Local people with their distinct values and cultures can add value to any tourist destinations. Tourists may also benefit from local people in many different ways. So minor scanning of their environment is not enough. MoCT need to make a sufficient environmental scanning where it's appropriate to ensure oversight on all aspects of environmental scanning. In general, the environment scanning team must consider all types of stakeholders in the tourism sector. It is also important to identify who the most important stakeholders in tourism sector since all the stakeholders may not have equal power and interest in a particular tourism project and also need to keep in mind that the scanning should be done according to the stake they hold. And competitor analysis in this research is mentioned to assess if competitive analysis was done with other African countries. It is known that Africa attracts many tourists from all over the world and Ethiopia is among the countries that attract tourists. So, competitor analysis with other African country will raise the share Ethiopia consumes. In Eastern Africa, Ethiopia ranked 16[th.] As found in (Source; https://www.worlddata.info/africa). And 2019 edition of the travel and tourism competitiveness report features the travel and tourism competitiveness index and, in this index, Ethiopia ranked 22th from Africa and 122th from the world despite the tourism potential and the effort made to mature the sector. And the researcher believes the executions of competitor analysis will raise the economic scale of the tourism sectors. As the findings indicated the statement comprehensive competitor analysis is done for strategy formulation got disagreement from majority of the respondents. Based on this the researcher can say that the sector is being harmed due to insufficient competitor analysis.

4.4.2. Strategy Formulation

The process of strategy formulation is essential process to an organization success. This is because it provides a framework for the action that will drive to the predicted result. Strategy formulation forces an organization to carefully look at the changing environment and to be prepared for the possible changes that may occur. The lack of a strategic formulation will result

in an organization being without direction of focus. As briefly seen in the document review the positive achievements of GTP I of MoCT and lessons draw from its implementations have been taken as an input in the formulation of the GTP II. In the findings MoCT managers define the sectors strategic formulations in a way that it's proper and understandable by the employees and other stakeholders. In addition to this the interviewee surely said that "there is no problem in the strategic formulation logical process of selection of the best suitable course of action to meet the organizational objective and vision". During formulation process vision is formulated for any organization and it should be achievable, inspiring and easy to understand. In this research case the vision MoCT is to make Ethiopia one of the top five tourist destinations of Africa in 2020 through the development of its cultural wealth and natural attraction. As the findings shows all the respondents believes the vision statement is achievable, inspiring and easy to understand. Within the tourism industry, stakeholders should undertake various important roles in promoting tourism growth for the country. Several uncertain blocks have obstructed stakeholder involvement for tourism development in Ethiopia. And on the concept of stakeholder's involvement during strategy formulation, MoCT's managers argued that the formulation process involved concerned stakeholders. The Planning & Budget Preparation, Monitoring & Evaluation Directorate director respond to this topic during the interview, collaboration and consultations among the various key stakeholders was done during the process of formulation to craft measures on how best tourism development can be achieved; measures may include establishing a communication platform or capacity building. The respondent also replied participation of stakeholders' added benefit and insight to MoCT. The formulation of mission is also done in this stage of strategic management. And based on material from the central Florida academic program assessment handbook, the program mission statement is a concise statement of the general values and principles which guide the curriculum. It sets a tone and a philosophical position from a program's goals and objectives. It should define the program is aiming to achieve, describe the community the program is designed to serve, and the values and guiding principles which define its standards. In this research case the mission of MoCT is to study, preserve, develop and promote the cultural wealth and the national tourism attraction of the nations, nationalities and peoples of Ethiopia and to build the positive images of Ethiopia with a view to adding a sustainable socio-economic and political values with popular and stakeholder's participation. And on this mission statement all of the respondents claimed without any doubt

that the mission statement reflects the purpose and main activity of MoCT and whom it serves. Specific and well-defined goal and objectives are the foundation for any organization. Goal and objectives should focus on a task that moves the business forward. It should be specific; what is the goal exactly, Measurable; how do we know if we've done it, Attainable; can it be achieved, Realistic; can it be really done, Time related; when must it be completed (SMART). In the case MoCT the main objectives of the sector is to enhance the contribution of the sector overall sustainable socio-economic development of the country by creating coordinated and integrated system and enhancing community participation. As the findings indicates majority of the respondents widely believed goals and objectives of MoCT are attainable and relevant for Ethiopian tourism sector. The other important statement is the value of an organization and in this research case respected diversity, hospitality, transparency, accountability, commitment to change, excellent service and participations are the values of the MoCT. As shown in the finding majority of the respondents have a positive perspective on value of MoCT being attainable. According to the strategy management expert successful strategy formulation requires the involvement and commitment of managers and employees on all levels. As the findings shows the non-managerial group of the sector made a good participation in the development and debate of the strategy. And we can see from the response that MoCT allows employees participation in order to improve their commitment. The researcher also found out from the interview with Human Resource Management and Development Directorate director who said that the participation of employees was encountered to the level where MoCT criteria permit prior to strategy formulation. This is done through employee's team leader or representatives but, it may not be enough to explain every individual's opinion because of this reason, there might be miss conception. From this it is possible to say that in MoCT the strategic plan preparation is participatory. To conclude the strategic plan preparation in MoCT is on satisfactory level concerning participation of employees but for better strategy excellent level is needed.

4.4.3. Strategy Implementation

Theoretically, the process that turns strategies and plans in to actions which is to accomplish strategic objectives and goals are implementation. Many theorists state that implementing is more important than even the strategy. This is because of the previous process of the strategic management is just a road map to follow a specific strategic direction and the setting of performance goals; doesn't guarantee that the desired performance is reached without proper

implementation. The most common reasons strategic plans fail which is mentioned academically is due to lack of ownership who cannot take the responsibility in the plan, when the plan doesn't get communicated to employees and poor recognition how they contribute, if there is no people, resources, structure, system and culture to support the designed strategy. As the finding shows effective communication is not satisfactory in MoCT. The Planning, Budget Preparation, Monitoring & Evaluation Directorate director and the team leader of the planning team indicated in the interview that the most crucial factor in strategy implementation is communication of the strategy to employees and they both believe that the communication level in MoCT is not satisfactory enough because in MoCT the overall performance of the strategy implementation practice is not pleasing and one of the reason why this happened is that not having sufficient and effective communication with the employees of the MoCT. From the questionnaire response it's also found out that a significant number of the respondents from Non-managerial strata have disagreed on vision, mission, core value, goals and objectives of MoCT being effectively communicated in the desired level and it indicates the existence of moderate level communication with in MoCT. For a better performance clear communication of the implementation process should brought up to excellent level. The interviewees explained that effective implementation is a summation of every individual performance in the MoCT. And to ensure effectiveness MoCT must clearly state the role of each work unit, team leaders and every individual. And the response from management team shows significant disagreement and from non-managerial strata majority of the respondents showed disagreement which indicates absence of notifying individual roles in MoCT. So, in the future MoCT should link day to day activity of individuals with the strategic objective for a better achievement. The respondent's indicated the presence of necessary guidance on preparation of operational plan which is appreciable because guidance helps each work unit operational plan to align with the strategy plan and it also should be participatory but majority of the respondents disagreed on the operational plan preparation in their work unit being participatory. As the response of majority respondents shows activities of MoCT are aimed primarily at meeting the interest of tourists and MoCT always strives to deliver better than what it delivers last time. On the statements MoCT explained the actionable steps of the plan to the employee, gives your team the best possible platform in order to commit to the plan and making the employee feels like they are responsible for owning and delivering the plan majority of the respondents showed agreement which is appreciable. Since the driving force for

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the strategy implementation practice are employees. Explaining actionable steps to employees, giving the best possible platform for performance and making the employees feel responsible are the best ways to get the desired achievement. Regarding this MoCT is doing a satisfactory work. The last statement stated was activities of MoCT in ensuring continuous learning is enough and the response it got was a major disagreement. This need to be improved as soon as possible since continuous learning is very crucial. Some authors demonstrate that continuous learning and training is the key to have a good performance because of a number of factors. Satisfactory growth and effective implementation in any sector are based on intangible assets which are skilled employees, exceptional leaders and knowledge. To retain the value, Human capital requires ongoing investments in learning and development. When knowledge becomes outdated or forgotten a more rapid occurrence today the value of human capital declines and needs to be supplemented by new learning and relevant work experiences. Unfortunately, in MoCT this is not the case. In general, to be effective, continuous learning should be practiced and concentrate on employee competences. And also, the continuous learning system should focus on essential competencies that will support effective strategy implementation in the sector. MoCT should use a series of awareness raises and advocacy campaigns to be carried out with an aim of advancing knowledge, enhancing skills, and sharing best practices towards realizing the intended change in attitude and behavior.

4.4.4. Strategy Monitoring and Evaluation

According to different theorist's strategy monitoring and evaluation is the regular collection of information about all project activities in an organization. Monitoring shows that whether things are going to plan and helps project managers to identify and solve problems quikly.it is also an ongoing activity that should be incorporated into everyday project work. Evaluation takes place at specific times during interventions. It is common to start with baseline research near the beginning of an intervention so as to obtain information with which subsequent changes can be compared. An evaluation asks whether a project is achieving what it set out to do, and whether it is making a difference. Monitoring is routinely carried out by project staff, project partners and peer educators as they keep track of their work. Evaluations can be performed by external agencies or by project staff, peer workers and stakeholders, or by a combination of the latter three groups and external agencies. External involvement lends technical expertise and objectivity to evaluations. Plans for monitoring and evaluation should be made at the beginning

of an intervention development process. As indicated in the finding the majority almost all of the management's respondents' opinions are agree on the statement of using proper tools for monitoring the strategy which is implemented. From the above analysis it is possible to conclude that MoCT has a well ability to monitor and evaluate the strategy. To achieve the sustainability tourism destinations, Monitoring and evaluation of impacts of tourism emerges as a key tool. There are different types of monitoring and evaluating mainly program evaluation and outcome evaluation used in ana organization. Program evaluation is determining whether program activities have been implemented as intended and resulted in certain outputs. Outcome evaluation measures program effects in the target population by assessing the progress in the outcomes that the program is to address. The result that the researcher found from the interview MoCT used both the program and outcome evaluation to control. MoCT's employees monitored by their team leader periodically throughout the program.in addition, to that MoCT get evaluation and controlling externally from house of representative. One of the most important tasks of management in an organization is monitoring performance of the employee. A compressive task should be flexible to manage the performance of an employee or team. The majority of non-managerial employees on MoCT responses to the question of using proper tools for monitoring the implementation and the fairness of the strategy implemented evaluation according to the standards are not satisfactory at all. The employee performance may not be more than what the management expects but should be equal and efficient. Efficient can refer to the contribution that employees did last year in the growth of the sector or the tourism destination development. This is can be done due to proper monitoring of the implementation. The key is to know how well and efficiently an employee has worked throughout the year. To protect your employees' interest and to protect your practice from legal liability, performance evaluation should be conducted fairly, consistently and objectively. Standard evaluation form is one way to ensure consistency for each evaluation. Job knowledge and skill, quality of work, work habits and attitude should be included on a performance evaluation for most staff positions. For each position in your practice current job description taken the first step toward creating standards performance measure, which are essentially specific quantity and quality goals attached to the task listed in a job description. During an evaluation measurement a job description alone can serve as a tool.

4.4.5. Challenges of strategic management practices

The research listed a respective challenge in each phase of strategic management to get the overall insight on MoCT strategic management practice. And on environmental scanning phase the challenges the researcher mentioned was lack of proper knowledge and skills and absence of well consolidated data. The employees of MoCT believe both lack of proper knowledge and skills and absence of well consolidated data exist within the sector and these are the challenges environmental scanning encounter as the findings prevails.

The challenges suggested by the researcher during strategy formulation was lack of proper knowledge and skills and the strategy being incompatible with MoCT's situation. As the findings shows in the second phase of strategic management practices the encountered challenge is lack of proper knowledge and skills. The respondents believe this challenge is a common challenge in each phase of strategic management and this indicates that knowledge and skill of employees is one of the major challenges of MoCT. So MoCT should consider continuous learning and updating system for the employees.

Under strategy implementation the researcher listed many challenges that could possibly happen in MoCT. And from those challenges lack of acceptance by employees and support from the top management is believed by the employees as one of the challenges in strategy implementation. In order to accomplish effective implementation, there should be acceptance of the strategy by employees and support for the employees from top level management. Achieving the strategic goals requires a substantial commitment of resources in any sector but as indicated by majority of the respondent's shortage of resources come across in MoCT. The other major challenge as indicated by the employees in this particular process is poor communication of the strategy. For effective performance communication must be flawless in any given sector. Unfortunately, in MoCT the communication level of employees with management is on poor condition which makes it a barrier for outstanding strategy implementation. Political turbulences are another challenge the respondents agreed on. Majority of the respondents believes overall goals weren't well understood by employees so this poses as a challenge in the implementation practice. Poor coordination, unawareness or misunderstanding of the strategy and absence of reward for achieving the strategic plan are among the challenges that respondents agreed on their existence in MoCT.

In the last phase of strategic management, the research listed four challenges which are absence of effective monitoring, lack of proper knowledge and skills, lack of timely feedback and false report on progress. And almost all respondents believe the existence of these challenges in MoCT. This the phase which will put a benchmark for the upcoming strategic management so if the all mentioned challenges are encountered in this process it may not indicate the facts at all and mislead the upcoming strategic management in unfruitful path.

From the listed challenges in the research the strategy being incompatible with MoCT's situation, inappropriate organizational structure, key personnel leaving the organization and uncontrollable environmental factors are among the challenges that are not an issue in the MoCT.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

This chapter demonstrates the major findings of the research, conclusion, recommendation and limitation of the study. In this section the listed conclusions are drawn from the major findings and the suggested recommendations are based on the conclusion. Lastly this chapter shows the limitation of the study.

5.1. Summary of findings

The major findings from the research are summarized as follows

- Majority of the respondents believes MoCT has comprehensively analyzed strength, weakness, opportunity and threats of the sector during environmental analysis. And the SWOT analysis was done by taking achievement of GTP I of MoCT as a standing point for the overall analysis.

- The stakeholder analysis is done in MoCT using appropriate methods but it suffers lack of deep or sufficient scanning on some stakeholders from both public and private stakeholders such as local community and small enterprises. The findings also indicated that this lack of analysis is due to capacity limitation in the sector.

- The competitor analysis done with other African countries to ensure competitiveness in the sector was not sufficient enough considering the current economical scale of Ethiopian tourism comparatively with neighboring country like Kenya, Tanzania and northern African country like Egypt.

- According to the findings the vision, goals and objectives statements of MoCT are achievable and relevant for the sector.

- MoCT during strategy formulation process involved concerned stakeholders like federal government, regional government and public and private sectors which played a role in ensuring the appropriateness of the strategy for the sector.

- The mission statement reflects the purpose and main activity of MoCT and whom it serves.

- MoCT is on satisfactory level concerning participation of employees in the formulation process.

- The formulated strategy is compatible with MoCT's situation.
- In the implementation phase effective communication of strategy with the employees is not on satisfactory level.
- The role of each work unit is well communicated but individual roles were not defined.
- Activities of MoCT are aimed primarily at meeting the interest of tourists and MoCT gives best possible platform for the employees in order to ensure commitment.
- MoCT lacks continuous learning systems that will advance knowledge and essential competencies of employees.
- MoCT used balanced scorecard (BSC) as a tool for monitoring the implementation of the strategies which is appropriate for the sector.
- MoCT evaluates based on a clear standard stated in the balanced scorecard (BSC).
- Lack of proper knowledge and skills in MoCT are the major challenge in each phase of strategic management practices.
- Absence of well consolidated data during environmental scanning.
- Majority of respondents believe political turbulences affected MoCT strategy management practices.
- Strategy implementation in MoCT is influenced by many challenges which are lack of acceptance by employees, lack of support from the top managements, shortage of resources, poor communication on the strategy, overall goals weren't well understood by employees, poor coordination, unawareness or misunderstanding of the strategy and absence of rewarding system for effective employees.
- Strategy monitoring and evaluation in MoCT encountered challenges such as absence of effective monitoring, lack of timely feedback and false report on progress.

5.2. Conclusion

This thesis signifies the considerable strategic management practices of Ministry of Culture and Tourism which enables further development of Ethiopian tourism. The conclusion of each concept of data includes the main phase of strategic management practices. Based on the research findings, the researcher recognizes problems and gaps in all aspects of strategic management practices. The researcher concluded that the most significant gap exists between strategy on paper and realization which is strategic implementation.

Based on the major findings the researcher concludes the following points.

Environmental scanning practices in MoCT is well exercised by doing all the necessary analysis and it is done using appropriate methods and ways but there are some limitations in the stakeholder analysis and competitive analysis. Regarding stakeholder analysis MoCT lacks a deep scanning on some public and private stakeholders due to capacity limitations and insufficient competitor analysis with other competitive African countries. Enrichment of environmental scanning with a more involving stakeholder analysis and sufficient and wide perspective competitor is needed to accomplish the aim of environmental scanning in MoCT.

The strategy formulation process participates concerned stakeholders like Federal Government, regional government and public and private sectors. And also, it involved employees of MoCT. The formulated mission statement reflects the purpose and main activity of MoCT. And the mission, goals and objective of MoCT are appropriate for achieving the vision of MoCT. And they are achievable if proper implementation used and relevant for the sector. Overall, the strategy formulated is appropriate for the sector and compatible with MoCT's situation.

During the implementation process where strategy on paper turns into realization significant gaps are found. In this process the strategy of MoCT was not effectively communicated with employees. The formulated mission, goals and objectives were not effectively communicated with employees which made it difficult to realize the vision of MoCT to become one of the top 5 countries in Africa in tourism in 2020. And MoCT lacks continuous learning systems that will advance knowledge and essential competencies of employees to perform effectively in implementing the strategy formulated which caused unsatisfactory strategy implementation.

In strategy monitoring and evaluation MoCT used balance scorecard (BSC) as a tool. The researcher concluded that the adopted tool for monitoring the implementation of the strategies is appropriate for the sector. And evaluation of the implementation was done based on clearly stated and understandable standards.

The major challenges affecting strategy implementation are lack of acceptance by employees, lack of support from the top managements, shortage of resources, poor communication on the strategy, overall goals weren't well understood by employees, poor coordination, unawareness or misunderstanding of the strategy and absence of rewarding system for effective employees. Out

of these challenges the significant and the more impacting are poor communication on the strategy and unawareness or misunderstanding of the strategy.

The researcher concluded that the challenge affecting overall practice of strategic management in MoCT is lack of proper knowledge and skills of employees and tourism personnel of the sector.

5.3. Recommendations

Based on the conclusion drawn these recommendations are suggested

- MoCT should make a sufficient stakeholder analysis on local community of tourism destination and small enterprise where it's appropriate to ensure oversight on the sector. Since local people with their distinct values and cultures can add value to any tourist destinations.
- Competitor analysis should be done with competitive and neighboring African countries like Kenya, Egypt and Tanzania in order learn from their achievements and to gain competitive advantages from their weakness which will ensure better economic benefit from the sector.
- The top management team should make an effort to effectively communicate the strategy to the employees so that they have full awareness and understanding of the strategy. And the top management team should set an example by effectively communicating with each other department.
- MoCT should make clear the individual role in each work unit for achieving the strategy formulated and to be practical it should link day to day activity of individuals with the strategic objective for a better achievement
- In order to eliminate the shortage of skilled and capable human power, the Ministry should offer modern continuous trainings to professionals of the sector. And implication of continuous training of tourism personnel should be a part of strategy; because of a high degree of helpfulness and efficiency beyond that it provides comparative advantage in tourism with neighbor countries.
- The stakeholders of the Ethiopian tourism should be fully aware about tourism potentials through common discussion. Strategists should design a system of continuous awareness to stakeholders and the community itself.

- Effective communication should be practiced in all strategic management processes with stakeholder and employees at all level. To avoid Lack of communication and a negative corporate culture that can result in a misalignment of the sector's strategic management plan.

- Strategic leadership should be practiced at top level managements since it's necessary to communicate the vision of MoCT and objectives of the strategic to the management level. It can be the source of motivation, empowerment creativity, and innovation, which often are required to steer firms out of challenging situations

5.4. Limitation of the study

Due to time and related problems, this study concentrated only strategy management practices of the ministry of culture and tourism. In conducting this thesis paper, the researcher faces different limitation.

From those limitation: -

- The current coronavirus pandemic deeply impacted all types of activities. Due to this reason the researcher couldn't get enough information directly from the respondents and the researcher was unable to do the full interview.

- Accessibility of some concerned body was the main problem.

- Some unreturned questionnaires from the respondents.

- Unwillingness of some respondents to give requested information more over for open ended questionnaires.

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APPENDICIES

Saint Mary's University

School of Graduate Studies, Faculty of Business Administration

Department of General management

MBA: Program

Appendix A: Questionnaire

Questionnaire to be filled by CEO, DCEOs, other members of the Process Council, Directors, Team Leaders, Principal Officers and Managers.

Dear Respondents,

The questionnaire, attached with this letter, is designed to study strategic management processes practice in Ministry of Culture and Tourism (MOCT) as part of fulfilling the requirement for master's degree in General Management department.

The information you provide will help to better understand those aspect and enhance the sector economy scale. Hence, I kindly request you to respond to the questions frankly and honestly.

I kindly want to assure you that your response will be kept strictly confidential. It will be used for academic purpose and exclusively for research only.

Thank you very much for your time and corporation. I greatly appreciate your help in furthering this research endeavor and your timely response. For more information, you can contact at any time needed through my address; Tel + 251910697052, E-mail hannagirma1627@gmail.com and outlook address, Hanna Girma.

Thank you for your willingness to participate in this study. It is highly appreciated.

I. Demographic information

1. What is your current Job position? _____

2. How many years have you served in MOCT?

☐ Less than a year ☐ 5 – 6 years ☐ above 8 years

☐ 1 – 4 years ☐ 7 – 8 years

3. Number of years in the current position.

☐ Less than a year ☐ 4 – 5 years

☐ 1 – 3 years ☐ 6 – 7 years ☐ above 7 years

Indicate the extent of your agreement with respect to each of the following statements by marking 'X' in the box of your choice. You can leave those non applicable.

1=Strongly agree, 2=agree, 3=Moderately agree, 4=Disagree, and 5=strongly disagree

II. Environmental Scanning

Statement	1	2	3	4	5
MoCT comprehensively analyzed strength and weakness in order to develop realistic and achievable strategy.					
MoCT comprehensively analyzed opportunity and threats that will drive profitability, growing and volatility.					
MoCT undertook proper stakeholder analysis before the corporate strategy is formulated					
A comprehensive competitor analysis is done for strategy formulation					

III. Strategy formulation

Statement	1	2	3	4	5
The vision statement is achievable, inspiring and easy to understand					

Statement	1	2	3	4	5
The strategy formulation process in MoCT involves concerned stakeholders					
MoCT's mission statement reflects the purpose / main activity of the corporation and whom it serves					
The goals and objectives of MoCT are attainable					
The goals and objectives of MoCT are relevant or proper.					
MoCT's strategy is appropriate to the attainment of Mission, vision, values, goals & objectives					

IV. Strategy implementation

Statement	1	2	3	4	5
The strategy has been effectively communicated					
The role of each work unit and every individual in ensuring achievement of the strategic plan is communicated well					
Necessary guidance on preparation of operational plans has been given					
Activities of MoCT are aimed primarily at meeting the interest of customers					
MoCT explained the actionable steps of the plan to the employee.					
Gives your team the best possible platform in order to commit to the plan (clarity)					
Making the employee feels like they are responsible for owning and delivering the plan					
MoCT always strives to deliver better than what it delivers last time					
Activities of MoCT in ensuring continuous learning are enough					
The operational plan of your work unit is integrated with the corporate strategy					

V. Strategy Monitoring and evaluation

MoCT uses proper tools for monitoring the implementation of strategies.					
The standards based on which strategy implementation is clearly evaluated.					

VI. Challenges

Which of the following do you think are challenges in the strategic management process?
Answer by marking 'X' in the box of your choice.

Statement	1	2	3	4	5
1. scanning					
Lack of proper knowledge and skills					
Absence of well consolidated data					
2. Strategy Formulation					
Lack of proper knowledge and skills					
The strategy being incompatible with MoCT's situation					
3. Strategy Implementation					
Lack of acceptance by employees and support from the top management					
Shortage of resources					
Inappropriate organizational structure					
Poor communication strategy					
Lack of proper knowledge and skills					
Political turbulences					
Key personnel leaving the organization					
Overall goals weren't well understood by employees					
Poor coordination					
Unawareness or misunderstanding of the strategy					
People aren't rewarded for achieving the strategic plan					

Uncontrollable environmental factors since the strategy is formulated based on assumptions					
4. Strategy Monitoring and Evaluation					
Absence of effective monitoring					
Lack of proper knowledge and skills					
Lack of timely feedback					
False report on progress					

VII. Concluding Questions

1. What further problems (other than those mentioned above) have you noticed in the strategic management process (environmental scanning, strategic plan preparation, strategy implementation and monitoring and evaluation of strategy implementation)?

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2. What are your recommendations to improve the environmental scanning, strategy formulation, implementation and monitoring and review processes of the sector?

Saint Mary's University

School of Graduate Studies, Faculty of Business Administration

Department of General management

MBA: Program

Appendix B: Questionnaire

Questionnaire to be filled by non-managerial employees or senior officers and officers

Dear Respondents,

The questionnaire, attached with this letter, is designed to study strategic management processes practice in ministry of culture and tourism as part of fulfilling the requirement for master's degree in General Management department.

The information you provide will help to better understand those aspect and enhance the sector economy scale. Hence, I kindly request you to respond to the questions frankly and honestly.

I kindly want to assure you that your response will be kept strictly confidential. It will be used for academic purpose and exclusively for research only.

Thank you very much for your time and corporation. I greatly appreciate your help in furthering this research endeavor and your timely response. For more information, you can contact at any time needed through my address; Tel + 251910697052, E-mail hannagirma1627@gmail.com and outlook address, Hanna Girma.

Thank you for your willingness to participate in this study. It is highly appreciated.

I. Demographic Information

4. What is your current Job position? _____

5. How many years have you served in MOCT?

☐ Less than a year   ☐ 5 – 6 years   ☐ above 8 years

☐ 1 – 4 years   ☐ 7 – 8 years

6. Number of years in the current position.

☐ Less than a year   ☐ 4 – 5 years

☐ 1 – 3 years   ☐ 6 – 7 years   ☐ above 7 years

II. Strategic Management Process

Indicate the level of your agreement with each of the following statements by marking 'X' in the box of your choice.

1=Strongly agree, 2=agree, 3=Moderately agree, 4=Disagree, and 5=strongly disagree

Statement	1	2	3	4	5
Strategy Formulation					
The strategic plan preparation in MoCT is participatory					
Strategy Implementation					
MoCT's vision has been effectively communicated					
MoCT's mission has been effectively communicated					
MoCT's core values have been effectively communicated					
MoCT's goals and objectives are effectively communicated					
The operational plan preparation in your respective work unit is participatory					
Individual roles in achieving the strategic plan are communicated well					
Activities of MoCT are aimed primarily at meeting the interest					

of customers					
MoCT always strives to deliver better than what it delivers last time					
Activities of MOCT in ensuring continuous learning are enough					
Strategy monitoring and evaluation					
MoCT uses proper tools for monitoring the implementation of strategies					
Evaluation of strategy implementation is done fairly and transparently according to the standards					

III. Challenges

Which of the following do you think are challenges in the strategic management process?
Answer by marking 'X' in the box of your choice.

Challenges	1	2	3	4	5
1. Environmental Scanning					
Lack of proper knowledge and skills					
Absence of well consolidated data					
2. Strategy Formulation					
Lack of proper knowledge and skills					
The strategy being incompatible with MOCT's situation					
3. Strategy Implementation					
Lack of acceptance by employees and support from the top management					
Shortage of resources					
Inappropriate organizational structure					
Poor communication strategy					
Lack of proper knowledge and skills					
Political turbulences					
Key personnel leaving the organization					

Overall goals weren't well understood by employees					
Poor coordination					
Unawareness or misunderstanding of the strategy					
People aren't rewarded for achieving the strategic plan					
Uncontrollable environmental factors since the strategy is formulated based on assumptions					
4. Strategy Monitoring and Evaluation					
Absence of effective monitoring					
Lack of proper knowledge and skills					
Lack of timely feedback					
False report on progress					

IV. Concluding Questions

1. What further problems (other than those mentioned above) have you noticed in the strategic management process (environmental scanning, strategic plan preparation, strategy implementation and monitoring and evaluation of strategy implementation)?

   ----

2. What are your recommendations to improve the environmental scanning, strategic plan preparation, implementation and monitoring and review processes of the corporation?

Appendix C. Interview Guide

Environmental Scanning

1. Is appropriate environmental analysis of the Macro environmental factors (political, economic, legal, social and technological) undertake before the strategy formulation?

2. Is analysis of internal environmental factors undertaken before the strategy formulation?

3. How is stakeholder analysis undertaken and how are they classified?

4. How do you undertake competitors' analysis with other countries to ensure its comprehensiveness?

Strategy Formulation

1. Describe the strategy formulation process of MoCT in terms of time framework, participants and their role?

2. How is the involvement of stakeholders in the strategy formulation process?

3. How do you see appropriateness of the MoCT's mission, values and vision?

Strategy implementation

1. Describe the strategy implementation process of the sector?
2. Do you think you have exerted the necessary effort to ensure that all staff understands the mission vision and value, goals and objectives? How?

Monitoring and Evaluation

1. How do you monitor and evaluate implementation of strategies in MoCT?

Concluding Questions

1. What are the common challenges MOCT faces in the strategic management process?

2. What measures do you recommend to improve the strategic management system?

Thank you!

Adopted from: Amelework Mekonnen (2015)

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The Federal Democratic Republic of Ethiopia

Ministry of Culture and Tourism

ቁጥC __5/ 6-21/38__

Ref.No **1 5 JUN 2020**

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Date

St. Mary's University

School of Graduate Studies

Addis Ababa

Subject:- For information

According to a letter dated Jan 10, 2020 from your university, Ms **Hanna Girma,**

ID NO .SGS/0143/2011A is asking us to cooperate with her study .Therefore, we

have provide the information based on her request.

Regards,

Israel Beyene Agash

Human Resource Development and

Administration Directorate Director