

## EFFECTS OF STRATEGIC MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE OF HORN OF AFRICA UNIVERSITY IN SOMALIA

AHMED DHUBOW NOOR

Tell: 00252619977338 or 00252615562762 Email [dhubownur@gmail.com](mailto:dhubownur@gmail.com)

(MSC Business Administrations Finance of Jomo Kenyatta University of Agriculture and Technology)

. FRIDAH THEURI

**ABSTRACT:** *The purpose of this project was to examine the effects of strategic management practices on organizational performance of Horn of Africa University in Somalia. The main purpose of the study was to cover the limitations in such companies in reaching the organizational performance because there little understand and lack of past study in such area Mogadishu universities having. So implementing such study the researcher presented strategic, financial and regulatory policy management as listed questionnaires for solving the research problem for institution managers is implementation of strategies. University performance may be assessed using a number of measures and aggregate measures of performance can be derived in terms of the connections between university outputs and/or inputs and national competitiveness. In some respects this measure is highly insightful in that it serves to illustrate the connection between university performance and national socio-economic development potential. This was supported by recent research studies indicating that most big organizations have had problems in implementing their strategies and in many occasions have failed in service delivery. The study employed a descriptive method which is can provide and give layout of the finding to the research and also population of the study which as lecturer of the university the*

*researcher was to conduct through administration of questionnaires. Data was collected from a sample of 49 person of the Horn of Africa University using purposive sampling technique. Both descriptive and inferential statistics was used to analyze data with the help of Statistical Package for Social Scientists (SPSS) version 22.0.*

**Keywords:** *Strategic management, organizational performance, financial management, regulatory policy, strategic planning.*

## **INTRODUCTION**

### **Background of the Study**

Apparently, while the bitter civil conflict broke out in 1991 and has engulfed the entire Somali territory; all governmental infrastructures had remained in topsy-turvy including Ministry of Education. But early in 1993, when international forces that led by American troops had come in southern regions of Somalia which their inhabitants were victims of both man-made and natural catastrophes as droughts, unprecedented floods, endemic and epidemic preventable as well curable diseases Abdullahi (2004).

Tohow (2004), simultaneously there have flourished most of the southern and central regions so many primary and secondary schools which were run by products of well-known Lafole Teacher Training College. After a while, such efficient and qualified pedagogues have produced a large number of good students. Then, there emerged a need of authorization and conferring Secondary Leaving Certificate on those students. Thus, the Local Education Umbrellas have come into the sight. These local education umbrellas have filled in the position of the Ministry of Education. They conferred all secondary study finished students on authorized certificates which could be accepted inside the country as well overseas countries mostly Arab States. Kassim, (2011)

The need of getting tertiary education for incessant number of secondary school finishing learners had been soaring into the sky and there were no sufficient chances which allow all the students to get scholarship of certain Arab countries. As to cover such basic needs of getting high quality tertiary education for these students, therefore, many intellectuals, educators, scholars and experienced teachers have buckled down to set up universities and institutions which verily so far have accomplished their intention toward education successfully. Kassim, (2011). UNICEF has also played a significant role for training a large number of fresh teachers who have replaced the remnant of Ex. Lafole Teacher Training College in majority South and Central Regions. Now, in 1993, the first university was established and it is named Indian Ocean University which we can say it is the first and foremost tertiary education center that was opened after the collapse of the military regime.(Tohow, 2004). There has been influx of secondary school certificate holders since 2000 which paved the way for opening many more universities. Proceeding from this point onward, there has come out of the sight heat of competition between increasing number of universities and each tertiary center set its trap for any bait that might have caused many efficient lecturers and students to move towards it.

The most prominent baits which different universities have employed are payment commensurate with the duty of the lecturers, offering many scholarships to the students from poor families, logic tuition discounts, well equipped classrooms with sophisticated materials, using high quality curriculum, give employment some first degree graduates especially of those whose marks were in (Grade A) of that university, conducting partnership or affiliation of universities in Africa, Asia, America, and Europe mostly on Online as well Offline studies, making advertisement through various local media and setting useful strategic planning plus

adaptation of rules and regulations policies, and integrated financial management. Somali Ministry of Education (2007),

In generally, the most set strategic planning of each university is hampered by fierce competitors in this field, problems with accrediting bodies, high cost of faculty and staff development and training, lack of adequate teaching and learning equipment (projectors, computers, textbooks, etc), low remuneration and welfare packages for employees, lack of well-resourced libraries, inability to retain top quality faculty and staff, inadequate infrastructure (lecture halls, dormitory), and lack of adequate finances needed for growth.

Johnson (2004) also believes that 66 per cent of organizational strategies are not executed at all. In many cases this is not because of poor strategy and the idea behind them. Many valuable strategies are faced with problems and failure in the implementation stage. Basically, the main challenges in the strategic management lie in the implementing of the strategies rather than in developing stage. Mashhadi, Mohajeri, and Nayeri,(2008) believe impeded affecting the successful implementation of the strategy are as: organization structure, organization culture, information and communication technology and reporting systems, motivation and reward systems, providing adequate resources, decision-making processes, effective communication, education, capabilities and skills. Furthermore, to curb the challenges posed by technology, the technological knowhow of all the stakeholders should be emphasized in order to minimize the chances of resistance from employees and any interested party in the institutions' development. Johnson (2004)

Sifuna. (2012) many challenges being faced by higher education, an innovative organizational and leadership approach is required which taps into the individual and collective stakeholder

creativeness and competencies in pursuit of core university functions. Increased democratization and participatory decision-making based on mutual gains among the university system components will need to be researched and utilized. Among the key challenges behind the crisis in higher education is one of funding. Higher education in the African region has suffered from historical underfunding due to the structural adjustment policies (SAPs) and the influence of the emphasis favoured by international agencies for primary education during the 1980s and 1990s. Although these policies have been reversed in the last decade, evidence shows that higher education systems are still facing serious financial constraints, are severely under-resourced and are not capable of fulfilling the new expectations that are being placed upon them. Sifuna. (2012)

As a compounding factor, student numbers are increasing everywhere, without a commensurate increase in resourcing. Quality, which is dependent on resources and particularly on the ability to attract and retain suitable staff, has suffered as a consequence (Sarua 2009).

### **Statement of the problem**

After the overthrow of the former military regime in 1991, generally there was a new dawn of moving Somali citizens from centralized authority to decentralized administration. All functioning governmental institutions have fallen in so deep hole which appears bottomless. Aftermath, numerous schools have sprouted up which were flanked by or sided with many tertiary study providing organizations. But the remarkable problem becomes what strategic management practices have been affected by the universities or higher education providers.

As we all probably know, strategic management practices increasing to achieve organizations more productive and profitable, Saint (1992) identifies that the increasing rates of enrolments in private universities are often faster than the capacity to plan for and accommodate the growth which results in over-crowding of students, shortage of teaching/learning materials and

laboratories, worsening conditions of physical facilities, tension on administrative systems, and reduced staff performance.

Blair and Jordan (1994) add the lack of retention of academic staff, increase in enrolments as well as the creation of more institutions as major contributing factors. This transmits some doubts on the extent of implementation of strategic planning in the institutions, especially those in Hodan District. It therefore follows that the main problem for institution managers is lack of implementation of strategies. This is supported by recent research studies indicating that most big organizations have had problems in implementing their strategies and in many occasions have failed in service delivery (Lewa, Mutuku and,2009). The chief intention of this study is to make a thorough and detailed examination of finding out causes as well how these practices will be eventually over dominated by the runners of the tertiary education providers.

### **Specific Objectives**

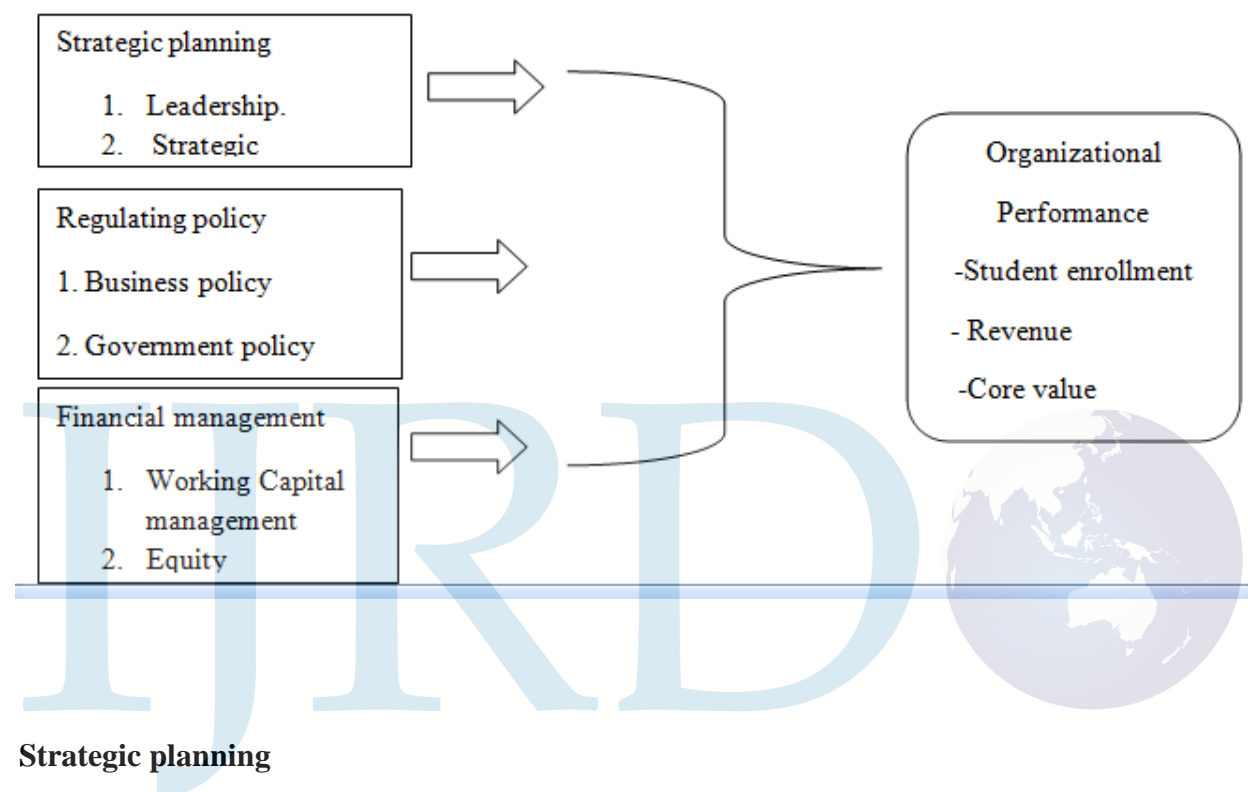
The specific objectives of this study are as follows:

1. To determine effects of strategic planning on organizational performance of Horn of Africa University in Somalia.
2. To establish effects of regulatory policies on organizational performance of Horn of Africa University in Somalia.
3. To determine effects of financial management on organizational performance of Horn of Africa University in Somalia.

### **Conceptual Frameworks**

The strategic management practices are seen important issues in the field of management and past studies looked its relationship in the aspects performance of service industry. So Strategic

management practices in this study is mostly focus on strategic planning, regulatory, and financial management of companies. This is the frame work of the study to the effect of the study variables.



### Strategic planning

The study of Grant (2003) pointed to a process of planned emergence in which strategic planning systems provided a mechanism for coordinating decentralized strategy formulation within a structure of demanding performance targets and clear corporate guidelines.

The study shows that these planning systems fostered adaptation and responsiveness, but showed limited innovation and analytical sophistication. French et al. (2004) conducted a study with 145 usable responses in Australian small firms and showed no significant relationship between the performance measures and factors identified but a significant relationship between net profit and informal planning was emerged. No relationship was found between any of the factors, i.e.,

vision, mission, latent abilities, competitor orientation and market orientation and the performance of firms in Australian context.

O'Regan and Ghobadian. (2005) in their study on nation-wide sample of 194 Managing Directors and Chief Executives of small and medium sized manufacturing firms in United Kingdom purported that low technology firms can achieve a similar confidence in facing the external environment as high technology firms by changing their strategic planning, leadership and organizational culture emphasis.

Gibson & Cassar (2005) investigated causal relationships between planning and performance utilizing a longitudinal database with responses from the same 2,956 businesses over a four-year period with survey developed by the Australian Bureau of Statistics (ABS). Their results confirmed the association between activity of planning and performance and that is also evident in most extant literature. However they cast doubt on the traditional perception of the causal sequence of those associations. Dincer, Tatoglu, Glaister, Demirbag and Zaim (2006) in a study conducted in Turkey by found that there is a strong negative relationship between formal strategic planning and firm performance.

### **Regulatory policy**

The government's primary HE policy over the last two decades has arguably been to enable and encourage further expansion of the sector. Expansion is arguably needed for two reasons. Firstly, policy-makers want to continue to expand the supply of skilled labour, in order to compete internationally. Secondly, they want to improve the chances of anyone, regardless of socio-economic background, attending HE. Thus the government has a target of getting 50 percent of



all young people to attend university by 2010. Of course, the next issue is how one might finance such an expansion.

In the UK, higher education has traditionally been free at the point of use for students. However, as higher education participation rose in the 1980s and 1990s, this became increasingly problematic. Firstly, the level of per capita resourcing in HE fell dramatically, as student numbers were expanded whilst funding remained more or less constant in real terms.

For example, between 1989 and 1997 per student funding fell by 36% (Clark, Conlon and Galindo-Rueda, 2005). In response to these problems, a means tested tuition fee was introduced in 1998. The fee was for a maximum of £1,000 per year and had to be paid upfront, i.e. prior to the student starting the year of study in HE. Poorer students were exempt from these fees. Previously however, poorer students were also entitled to a grant to subsidise their maintenance costs whilst at university. Such grants were gradually reduced in value in real terms and phased out completely in 1999. Grants were replaced by means tested loans, repayable on an income contingent basis after graduation.

In 2003, the Labour government proposed some further radical reforms. The purpose of the reforms was to allow universities to increase their funding, by levying higher tuition fees on students, and for institutions to differentiate themselves by charging higher or lower fees than other institutions. Universities will therefore be able to charge a higher amount, up to £3,000 per year. The fee is not payable up front however. Instead the fee debt will be paid post graduation and on an income contingent basis. In other words, graduates rather than students will pay back tuition fee loans and if their income level is sufficiently low they do not have to meet the debt payments on the loan.

### **Financial Management.**

Deloof (2003) studied the impact of WCM practices on earning efficiency of 1009 companies for a period of 5 years data using the CCC period as the efficiency tool for good WCM practices. He concluded with a strong negative association between the CCC period and profitability. Samiloglu & Demirgunes (2008) analyzed the effect of WCM practices on firms' profitability. They found a negative relationship between the profitability and the debtors' turnover days, stock turnover days and the financial leverage, with the exception of sales growth which had a positive impact on firm's earnings.

In another study, Karaduman and *et al* (2010) analyzed the impact of WCM practices on the firm's earnings regarding a four years data of the listed firms in ISE, Turkey. On the basis of their strong evidence, they regarded the efficient WCM practices as a fundamental driver of firm's market value thereby arguing the necessity to create a balance between the profitability and risk associated with the ultimate outcomes of the financial decision making.

Lyroudi & Lazaridis (2000) analyzed the food industry in Greece for the relationships and found the evidence of a significant positive relationship between the CCC and the current and quick ratios. Koumanakos (2008) and Padachi (2006) also found a negative association between the stock turnover days and the return on investment- that high level of inventories was associated with low profitability. Singh & Pandey (2008) also analyzed association between WCM practices and performance in the context of the Hindalco Industries for an eighteen years data. Lazaridis and Tryfonidis (2006) also analyzed association between WCM practices and performance and found a strong relationship between the WCM ratios and firm performance, and their results from regression analysis showed strong association between profitability (gross operating profit) and CCC.

It was also argued by them that an efficient and optimal CCC management was vital for increasing the shareholders worth. The research by Eljelly (2004) also found a strong negative association between the WCM measures and the firm performance. Gill and Biger and Mathur, (2010) also reported a very strong relationship between slow recoveries and low profitability.

Mathuva (2009) also analyzed the impact of working capital management practices with the same conclusion that there exist strong relationships between average collection period (ACP) and profitability, between the inventory turnover period and profitability, and between payables turnover period (APP) and the firm's profitability. In their studies on the same subject matter, Dong and Su (2010) and Hutchison *et al.* (2007) showed a strong relationship between CCC length and the company's returns on investment. According to Schilling (1996), the decision to segregate the capital employed between the current assets and fixed assets and both the returns on investment in current assets and fixed assets are to be considered. He proves that if the CCC length/turnover days are increased, the minimum liquidity required in the business increases; and if the CCC turnover decreases, there also occurs a fall in the volume of cash needed by the business. He argues that as the return on total capital employed turns out to be lesser than the return on fixed assets, investment in current assets must be done very cautiously maintaining a minimum of liquidity.

### **Empirical Review**

Several studies in the past have reported the effect of various strategic management practices and approaches on the subordinates and university education performance. For instance the study of Grant (2003) pointed to a process of planned emergence in which strategic planning systems provided a mechanism for coordinating decentralized strategy formulation within a structure of demanding performance targets and clear corporate guidelines.

Gibson & Cassar (2005) investigated causal relationships between planning and performance utilizing a longitudinal database with responses from the same 2,956 businesses over a four-year period with survey developed by the Australian Bureau of Statistics (ABS). Singh & Pandey (2008) also analyzed association between WCM practices and performance in the context of the Hindalco Industries for an eighteen years data. Lazaridis and Tryfonidis (2006) also analyzed association between WCM practices and performance and found a strong relationship between the WCM ratios and firm performance, and their results from regression analysis showed strong association between profitability (gross operating profit) and CCC.

Performance of universities could be measured through assessment of stakeholder perceptions of outcomes and processes such as the Graduate destination survey results Guthrie, J & Neumann (2006), which is an example of student evaluations of the 'quality' of their degree and the satisfaction with the institutions which is conducted by the Graduate Careers Council Australia Guthrie, J & Neumann (2006); Guthrie, J. & Neumann (2007);

### **Research Gap**

Various scholars over the past few years have studied the drivers of university performance studied the effect of strategic management practices on the organizational performance of universities District and asserted that a lot of importance was attached to competitiveness of the university. The other studies not cover t the problem have areas of the study in Somalia but it recommended a study on the implementation of best practices and therefore this study represented an important contribution to this area. The study however left out the influence of other policy, planning and financial management which may affect the performance.

## METHODOLOGY

Research design of the study was descriptive design was be used of this study. Because descriptive research was designed to provide picture of a situation as it naturally happens It may be used to justify current practice and make judgment and also to develop theories and develops Correlation where the researcher looks at the extent of relation between two or paired variables according to Burns and Grove (2003). In this research quantitative data analysis was used to develop for the research because the research purpose is to contrast the characteristics of variables to find the outcome. Descriptive design was preferable and appropriate for this study where there was relationship between independent and dependent variable

The research population was 56 individuals recently working for the Horn of Africa University in Mogadishu because this selected university and based on their long time periods of existing their industry according to others services industry in Mogadishu.

Consider the accuracy and reliability of the data source the researcher targeted special population of part of the workers mostly has CEO groups and employees of selected university. The study targeted obtaining research data from the only one university out-grower universities in Mogadishu.

The sampling procedure was descriptive to the strategies and researcher used to select respondents from target population (Osod & Onen) sampling procedure particularly purposive sampling was used to select the sample. Purposive sampling was method of sampling where the researcher intentionally chose who to include in the study based on their ability to provide necessary data (oso & onen). The rational for choosing this approach was that subject who are eligible to participate in the study are purposively chosen as target subjects of this study. The

sample frame consisted of 56 participants which include all of workers of selected university to the study.

To determine the ideal sample frame for population. The study was used Slovene's formula which is

$$n = N/(1+(N*e^2)),$$

Where n= Sample frame, N= population size, and e= margin of error of 5%.

The study was adapted questioner and questions. The questionnaire was the main tool for collecting data of the study in questionnaire development the research objectives, previous studies about strategic management practices on the organizational performance was provided a base for the questionnaire development in the study. The research questionnaire was be close ended question to collect the required data for the study. The researcher chose questionnaire for reason that the study was concerned with variables that cannot be unswervingly observed such as views, opinions, feeling of the subject such information is best in collection through questionnaires

To ensure comprehensive explanation and inter-firm the questionnaire according to Burns and Grove (2005), a questionnaire was well thought-out tool designed to elicit information that can be obtained through written responses from the study subjects and also the researcher's availability during data collection also ensured that subjects were assist in completions by way of giving guide assistant.

## **DATA ANALAYSIS AND PRSENTATION RESULT**

The researcher used a quantitative technique to analyze the data of the study. The researcher was used Statistical Package for the Social Sciences (SPSS) 20.0 software to carry out the quantitative analysis. Descriptive statistic was applied to organize, summarize, and present data

in an informative way. A response was grouped and analyzed using table for illustrative representation of the data was collected and for summarizing responses from the respondents. Pearson's product correlation coefficient was used to analyze the effect of strategic management practices on organizational performance of horn of Africa University in Somalia. The researcher was used factor analysis method to interpret and support the mean value in the effect of strategic management practices on organizational performance of Horn of Africa University ion in Mogadishu Somalia of this study.

**Table 4.1 Respondent rate**

Response	Total	Percent
Unreturned Responses	0	0%
Returned Responses	49	100%
<b>Total</b>	<b>49</b>	<b>100%</b>

#### 4.3 Reliability

Previous to exploring the relationship between strategic planning, regulatory policy, financial planning and organizational performance in Horn of Africa University in Mogadishu-Somalia, the measures were examined and assessed to gauge reliability and validity. Cronbach's alpha was determined the internal reliability, the value of 0.70 is deemed to be lower level of acceptability (Hair, Black, Barry, Anderson & Tatham, 2006). The reliability statistic for each of the identified factors is presented

**Table 4.2 Respondent rate**

<b>Variables</b>	<b>Cronbach's Alpha</b>	<b>Comments</b>
Strategic Planning	0.845	Accepted
Regulatory Policy	0.721	Accepted
Financial Planning	0.752	Accepted
Organizational Performance	0.781	Accepted

### **Demographic characteristics of the respondents**

This part presents the background information of the respondents who participated in this study. Its purpose is to find out the characteristics of the respondents. Furthermore, the respondents have also given the promise that all the data they provided is used only for academic purpose research and identities of the respondents will be confidential. In total 49 respondents filled in the questionnaires in Horn of Africa University in Mogadishu-Somalia.

Description of respondents' demographic data is given in terms of title, gender, Age, staff category and educational level.

### **Regression Analysis**

In addition, the researcher conducted a multiple regression analysis so as to test effect of strategic management practices variables (independent) on organizational performance in Horn of Africa University in Mogadishu Somalia (dependent variable). The researcher applied the statistical package for social sciences (SPSS V 20.0) to code, enter and compute the measurements of the multiple regressions for the study. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (organizational performance in Horn of Africa University in Mogadishu Somalia that is explained by all the independent variables (affect of strategic management practices).



**Table 4.10 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854 <sup>a</sup>	.729	.711	.32962

a. Predictors: (Constant), Financial Management, Regulatory Policy, Strategic Planning

The results in **Table 4.10** indicate that the R-square, as computed using the regression, is 0.711 showing that the predictor variable, represented by strategic management practices, contributes less than (71.1%) to the Organizational Performance. The regression coefficient (R) is 0.854 or 85.4%. There is thus a great effect of strategic management practices on organizational performance in Horn of Africa University in Mogadishu Somalia.

From the ANOVA table 4.11, it is clear that the overall standard multiple regression model (the model involving constant, Financial Management, Regulatory Policy, Strategic Planning) is significant in predicting how Financial Management, Regulatory Policy, Strategic Planning determine value addition of the Horn of Africa University. The regression model achieves a high degree of fit as reflected by an  $R^2$  of 0.729 ( $F = 40.371$ ;  $P = 0.001 < 0.05$ ).

**Table 4.11 ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	13.159	3	4.386	40.371	.000 <sup>b</sup>
Residual	4.889	45	.109		
Total	18.048	48			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Financial Management, Regulatory Policy, Strategic Planning

The **Table 4.11** shows that the combination of the three strategic management practices tools significantly predicted organizational performance. This model is greatly significance in predicting how affect of strategic management practices on organizational performance Horn of Africa University in Mogadishu Somalia. Since F calculated ( $F=40.371$ ,  $p<0.01$ ) is greater than the F critical (value = 2.81,  $p<0.05$ ), this shows that the overall model was significant and less than the bench mark sig. = 0.05.

**Table 4.12 Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
(Constant)	.024	.209		.117	.907
Strategic Planning	.544	.151	.459	3.598	.001
Regulatory Policy	.293	.104	.326	2.811	.007
Financial Management	.189	.098	.186	1.937	.059

a. Dependent Variable: Organizational Performance

**Table 4.12** of the three strategic management practices  $Y = 0.024 + .544X_1 + .293X_2 + .189X_3 + 0.209$  strategic planning ( $B = 0.544$ ,  $p < 0.05$ ) which imply that strategic planning contribute much affect to prediction, followed by regulatory policy ( $B = .0.293$ ,  $p < 0.05$ ) which indicates that significantly contribute much to the prediction, followed by financial management contributes much to prediction ( $B = .0.189$ ,  $p < 0.05$ ) which implies that financial management affect organizational performance in Horn of Africa University Mogadishu Somalia.

### Conclusions

The conclusions were based on the objectives of the study that strategic management practices had a significant influence on organizational performance. The results established that strategic management practices were found to significantly and positively influence organization performance.

Strategic planning was the practice which had the highest effect on organization performance followed by financial management and regulatory policy. The findings of the study established that organizations were operating under a highly competitive environment. However, It was concluded that organization needed to embrace strategic management practices in order to achieve sustainable competitive advantage

The results obtained from this study were important in terms of reflecting the situation on the usage and performance levels of strategic management practice of university performance in horn of Africa University in Mogadishu Somalia. The results further revealed a positive relationship between the individual strategic management practices and organization performance. The results provide an insight to organization managers on the importance of the implementation of strategic planning in the Horn of Africa University in Mogadishu Somalia.

## Recommendations

The study recommends the implementation of the selected strategic management practices by Horn of Africa University as a preparation to the current organizational performance problem.

The strategic management practices of organizational performance model were recommended as a useful design for practicing managers with respect to the implementation of best practice. The study results support the view that strategic management practices have a significant effect on organizational performance. It is recommended that managers should study and select the practices that best suits their organization in order to achieve maximum performance.

Strategic planning, the findings of this study provide an approaching to organization managers on the importance of the use of strategic planning in the organization. Managers should adopt strategic management practices as this not only improves their organization's ability to create more customer value but also generally enhances organization performance.

Regulatory policy, from the study, it came out clear that all the practices had a significant positive effect on organizational performance. The study will assist policy makers in coming up with policies geared towards improving organization performance. This study makes a useful contribution to the advancement of academic knowledge on strategic management practices.

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