

Abstract

Is the concept of strategic planning falling out of fashion in the 21st century business model or has the how and when of planning become increasingly complex? Strategic planning as a management tool though adopted by many organizations, has not yielded similar outcome. This necessitates further enquiry on causes of discrepancies. The operationalization and institutionalization of strategy during the implementation stage has been conceptualized as a possible mediator in this study. The constant increase in demand for and access to higher education has led to a need for sustainable competitive advantage addressing all university stakeholder. Results indicate that implementation is a significant intervener between planning and performance of universities as partial mediator. The study recommends that all personnel be involved in strategy from formulation to enhance their understanding and participation in implementation. It suggests a longitudinal study to establish patterns at transition from formulation to implementation for further research.