

© Kamla-Raj 2012

PRINT: ISSN 0972-0073 ONLINE: ISSN 2456-6802

Anthropologist, 14(2): 209-214 (2012)

DOI: 10.31901/24566802.2012/14.03.03

The Role of the Academic Heads of Departments in the Strategic Planning of the University

Isaac M Kola¹ and Jacob M Selesho²

¹*Department of Mathematics, Science and Education, University of Limpopo, South Africa
E-mail: Malose.Kola@ul.ac.za*

²*School of Teacher Education, Central University Technology, Free State,
Bloemfontein, South Africa
E-mail: jselesho@cut.ac.za*

KEYWORDS Strategy, Planning, Transformation, Leadership, Institutional Culture

ABSTRACT The purpose of this study article was to enhance the role of the academic heads of departments to ensure successful implementation of the strategy at Eastern Cape Technikon. Strategy implementation involves a broad range of efforts aimed at transforming strategic planning into action and good results. The study applied both qualitative and quantitative research methods. Questionnaires were used as the main data-gathering instrument because they preserve the anonymity of the respondents, thereby encouraging frankness and honesty. In addition to questionnaires, interviews were used as the second data-gathering instrument because they provide room for probing, whereas questionnaires limit the respondents to the questions asked. The research findings indicated that the senior management of the institution does not support the academic heads of departments in ensuring that strategic planning is successfully implemented. There is also no form of performance evaluation or initiation of corrective adjustments in the strategy. Insufficient resources pose a challenge to all the efforts of successfully implementing the strategy. Recommendations are made that before any strategy can be implemented, it must first be clearly understood by all academic heads of departments as they are the key strategy implementers.