

EFFECT OF FIRM SIZE ON THE RELATIONSHIP
BETWEEN STRATEGIC PLANNING DIMENSIONS AND
PERFORMANCE OF MANUFACTURING FIRMS IN
KENYA

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other university.

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DEDICATION

This thesis is dedicated to my parents, the late Jama Ali, and my mother, Maryam Jama for their inspiration and immeasurable sacrifices and lastly, my beloved ones, Fatuma (Asad) Mohamed Ali and our children and Fatuma Jama Issa for their immeasurable sacrifices, encouragement and selfless support.

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ABBREVIATIONS AND ACRONYMS

BRICITS Brazil Russia, India, China, Indonesia, Turkey and South Africa

BPM Business Performance Measurement

BPMS Business Performance Measurement System

BSC Balanced Score Card

CEO Chief Executive Officer

EAC East African Community

EU European Union

ERS Economic Recovery Strategy

FSP Formal Strategic Planning

GDP Gross Domestic Product

GNP Gross National Product

IJVs International Joint Ventures

KAM Kenya Association of Manufacturers

KBV Knowledge Based View

KIPPRA Kenya Institute of Public Policy and Research Analysis

KPI Key Performance Indicators

M&E Monitoring and Evaluation

MCS Management Control Systems

MDGs Millennium Development Goals.

OECD Organization of Economic Development and Co-operation

PMS Performance Measurement System

RBT Resource Based Theory

R&D Research and Development

ROA Return on Assets

ROK Republic of Kenya RPED

Regional Programme on Enterprise Development.

SBU Strategic Business Unit.

SPFP Strategic Planning Formality Process

SPI Strategic Planning Index

SPSS Statistical Package for Social Science

SWOT Strength Weakness Opportunities and Threats.

TFP Total Factor Production

US United States

WB World Bank