



RESEARCH ARTICLE

ORGANIZATIONAL DEVELOPMENT INTERVENTION (ODI) ON THE MARKETING STRATEGIES FOR THE ASSESSMENT OF PROFITABILITY OF THE COURSE PROGRAMS WITHIN HIGHER LEARNING INSTITUTIONS

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ABSTRACT

Over the time, the profitability of the course programs should be monitored and the corresponding Organization Development Intervention (ODI) on the marketing strategies should be assessed. This study involved marketing strategy interventions on the course programs offered. The results of the study showed significant improvements in the obtained t-values. Marketing strategies on Course program operation improved with an average obtained t-value of 5.81. Marketing strategies on Leadership improved with an average obtained t-value of 5.91. Marketing strategies on Work Environment had an average t-value of 5.56. Marketing strategies on Team Work obtained an average of a t-value of 5.68. Marketing strategies on Management obtained an average of a t-value of 5.12. Marketing strategies on staff motivation obtained an average of a t-value of 6.10. The ODI helped the College to improve on its marketing strategies which assisted in the improvement of the profitability levels of the course programs.

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INTRODUCTION

Many higher learning institutions in the world are continuously introducing course programs in the market for various potential students. The profitability of such course programs should be evaluated over time. The College is the only recognized training institution in the country for the co-operative movement staff, the committee members, the ministry staff, and individual members as well as potential informal economy groups having intention to form co-operatives in order to reduce poverty nationally and internationally. The profit levels of most of the College courses offered in the past had shown decline in profits as shown in the table below:

COURSE PROGRAM	2004/2005	2005/2006	2006/2007
Certificate in Co-operative Banking and Diploma in Co-operative Banking.	701,771	577,897	405,096
Co-operative Business Administration, Certificate in Co-operative Administration and Diploma in service Movement.	2,643,040	3,382,213	2,874,725
Diploma Pre-service year I, II&III	-110,935	1,531,857	7,218,685
Bachelor of Co-operative Business Degree	1,120,012	-200,320	3,488,169
Agri-Business Co-operative Training Center.	1,120,012	853,738	120,673

Source: COCK Income and expenditure Accounts for 3 financial years

The purpose of this study was to introduce organizational intervention marketing strategies to assist in improving the profitability levels of the course programs.

MATERIALS AND METHODS

The study used two methods. The first was assessment and evaluation of the course programs profitability levels, and marketing strategies on the course programs. The second was descriptive comparative method to determine the prevailing state of marketing strategies and the impact of the same after the ODI on the profitability of the College Course programs. To determine profitability levels, record of income and expenditure from the financial year 2004/2005 to 2006/2007 were used. The second instrument used was the Perception Questionnaire by Ernest Schuttenberg (2003), which was modified to suit the purpose of the research. Before the intervention activities, the College Academic staff met and discussed issues pertaining to the review of the strategic plan where marketing strategies were to be incorporated. This formed the basis upon which the various intervention marketing strategies were to be implemented. The data collected through the questionnaire formed the pre-intervention baseline facts. After the approval of the intervention activities through the College Strategic Plan, the intervention activities started. The data obtained from the pre intervention and the post intervention surveys were statistically treated using the means. The t-test at 0.05 levels was applied on the two correlated means to determine the significant difference of the pre and post organization development intervention activities.

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## RESULTS

The results of the study showed significant improvements in the obtained t-values. Marketing strategies on Course program operation improved with an average obtained t-value of 5.81 as shown below:

Marketing Strategy Issues	t-value	Critical Value	Significance
1. The degree to which the Co-operative College of Kenya produce high quality-programs.	5.98	2.0	Significant
2. The degree to which Co-operative College of Kenya is concerned with solving marketing strategy problems concerning course programs.	6.54	2.0	Significant
3. The degree to which the College programs are useful to the Co-operative Movement and the associative economy	5.78	2.0	Significant
4. The degree to which the College is successful in accomplishing its goals on marketing strategies.	5.98	2.0	Significant
5. The degree to which the College commits money, time, and knowledge to solution of marketing problems.	4.89	2.0	Significant
6. The degree to which the College course programs are up to date	3.65	2.0	Significant
7. The degree to which leadership on marketing strategies for the College course programs is provided by the management.	7.84	2.0	Significant
TOTAL OVERALL MEAN	5.81	2.0	Significant

Marketing strategies on Leadership improved with an average obtained t-value of 5.91 as shown below:

Marketing Strategy Issues	t-value	Critical Value	Significance
1. The degree to which Co-operative College of Kenya will give staff the opportunity to do and to learn to do all the things they consider themselves capable of to improve course programs.	4.78	2.0	Significant
2. The degree to which the most knowledgeable people are consulted in making marketing strategy decisions in the College.	7.03	2.0	Significant
3. The degree to which staff feel free to risk making mistakes in doing their job related to marketing strategies for the College course programs.	6.91	2.0	Significant
4. The degree to which those in positions of authority are concerned to hear how staff feel the College is being run-both pro and con.	4.82	2.0	Significant
5. The degree to which management correctly interprets the impact of College Marketing strategies and trends within the College	4.56	2.0	Significant
6. The degree to which staff feel free to discuss College marketing problems and dissatisfaction with those in the organization who can do something about the marketing problems.	5.92	2.0	Significant
7. The degree to which those in positions of authority are responsive to staff suggestions and wishes about the marketing strategies within the college	7.86	2.0	Significant
8. The degree to which the College is strong in long range Marketing planning.	5.39	2.0	Significant
TOTAL OVERALL MEAN	5.91	2.0	Significant

Marketing strategies on Work Environment had an average t-value of 5.56 shown below:

Marketing Strategy Issues	t-Value	Critical Value	Significance
1. The degree to which the College changes its way of marketing the course programs as new conditions and needs arise.	7.23	2.0	Significant
2. The degree to which the management keeps abreast of outside developments affecting the College.	7.54	2.0	Significant
3. The degree to which reactions of clients or others on the outside cause changes to be made at the Co-operative College of Kenya.	4.87	2.0	Significant
4. The degree to which the College is quick to change the marketing strategies when change is needed.	5.83	2.0	Significant
5. The degree to which the College is aware of new discoveries and methods of delivering its services	3.98	2.0	Significant
6. The degree to which the College is effective in foreseeing potential problems in the accomplishment of Marketing objectives	4.82	2.0	Significant
7. The degree to which the College Course programs have earned a good reputation.	4.96	2.0	Significant
8. The degree to which the College is directly involved in alleviating problems in the society in addition to offering primary course programs.	5.23	2.0	Significant
TOTAL OVERALL MEAN	5.56	2.0	Significant

Marketing strategies on Team Work obtained an average of a t-value of 5.68 as shown below:

Marketing Strategy Issues	t-value	Critical Value	Significance
1. The degree to which the various departments and work groups that make up the College work together co-operatively on marketing strategies to get the job done.	5.96	2.0	Significant
2. The degree to which staff are involved in the making of Marketing strategy plans and decisions within the College	6.43	2.0	Significant
3. The degree to which people at various levels within the College participate in Marketing planning and decision-making activities	4.78	2.0	Significant
4. The degree to which group decision-making on Marketing Strategies is practiced within the College.	5.54	2.0	Significant
TOTAL OVERALL MEAN	5.68	2.0	Significant

Marketing strategies on Management obtained an average of a t-value of 5.12 as indicated below:

Key Factors On Marketing Strategies	t-value	Critical Value	Significance
1. The degree to which the College management stresses its responsibility to the Co-operative movement and the associative economy at large.	5.34	2.0	Significant
2. The degree to which staff are kept informed about the things staff need to know concerning College Marketing strategies.	6.17	2.0	Significant
3. The degree to which staff understand the goals of the College.	4.98	2.0	Significant
4. The degree to which the management is concerned to know how those outside the College view its effectiveness in delivering appropriate course programs	5.72	2.0	Significant
5. The degree to which management is concerned about how staff at the College feel about the marketing	3.93	2.0	Significant

strategies and what they think should be done on the marketing strategies.			
6. The degree to which management is tolerant of people trying out new marketing strategies even though they may be unsuccessful.	5.04	2.0	Significant
7. The degree to which the upward communication about marketing strategies for College course programs flow within the college without obstruction.	4.65	2.0	Significant
<b>TOTAL OVERALL MEAN</b>	<b>5.12</b>	<b>2.0</b>	<b>Significant</b>

Marketing strategies on staff motivation obtained an average of a t-value of 6.10 as show below:

Marketing Strategy Issues	t- Value	Critical Value	Significance
1. The degree to which staff get personal satisfaction to the work staff do at the Co-operative College of Kenya.	6.97	2.0	Significant
2. The degree to which staff feel free to suggest new ways of undertaking marketing strategies for the College programs	5.76	2.0	Significant
3. The degree to which staff personal goals and aspirations are taken into account in management decisions.	4.87	2.0	Significant
4. The degree to which it is advantageous to staff in the College to stick their neck out and take risks in doing their job	4.95	2.0	Significant
5. The degree to which ideas and desires of members of staff within the College influence changes that are made on marketing strategies.	6.46	2.0	Significant
6. The degree to which staff have the opportunity to use all their abilities in their job to market College course programs.	7.56	2.0	Significant
<b>TOTAL</b>	<b>6.10</b>	<b>2.0</b>	<b>Significant</b>

*Summary of the Comparison Analysis of Marketing Strategies profiles before and after Intervention at Critical value=2.0 at 0.05*

Marketing Strategy Issues	Mean Before Intervention	Mean After Intervention	Obtained t- Values	Significance
Course Program operations	1.62	3.86	5.81	Significant
Leadership	2.19	3.58	5.91	Significant
Work Environment	2.04	3.63	5.56	Significant
Team Work	1.82	3.62	5.68	Significant
Management	1.81	3.82	5.12	Significant
Staff	1.73	3.31	6.10	Significant
Motivation				
<b>TOTAL</b>	<b>1.87</b>	<b>3.64</b>	<b>6.00</b>	<b>Significant</b>
<b>AVERAGE MEAN</b>				

## Conclusion

The ODI therefore helped the Co-operative College of Kenya to improve on its marketing strategies which assisted in the improvement of the profitability levels of the College course programs.

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