

**CHALLENGES OF IMPLEMENTING STRATEGIC PLAN AT MUMIAS  
SUGAR COMPANY LIMITED, KENYA**

**BY**

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**A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS OF THE DEGREE OF MASTER  
OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS UNIVERSITY OF  
NAIROBI**

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## DECLARATION

I declare that this research project is my original work and has not been submitted for degree in any other university.

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This research project has been presented for examination with my approval as the University Supervisor.

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## **DEDICATION**

I dedicate this research project to my husband Wilson, lovely children Ian, Martha Marvin, and Erika for your immeasurable love, care, support and understanding during the long periods I was away from home.

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## **ABSTRACT**

The purpose of the study was to establish the challenges facing implementation of strategic plan at Mumias Sugar Company Limited. The study was guided by the following research question: What are the challenges facing implementation of strategic plan at Mumias Sugar Company Limited? The research design of the study was based on a descriptive survey. The population of the study consisted of Departmental heads/managers employed at Mumias Sugar Company. The data was collected using self administered questionnaires by the researcher. The questionnaires were pretested to a total of nine managers. Data analysis was based on frequency distributions, percentages, means and standard deviations. Data analysis tool used was the Statistical Package for Social Sciences (SPSS). The results were presented using table and figures. The major findings of the research were similar to earlier studies done on challenges to strategy implementation. The research identified several challenges affecting strategy implementation at Mumias Sugar Company. These included resistance to changes as a challenge to strategic implementation, poor policies behind government involvement, education and training for employees and stakeholder support. By way of recommendation, the strategy implementation process normally requires much more energy and time than the formulation of the strategy. A creative chaos can be advantageous for the formulation phase whereas the more administrative strategy implementation phase demands discipline, planning, motivation and controlling processes.

**Key Words: Challenges, Strategic Plan, Implementation, Mumias Sugar Company Limited, Kenya**

