

DECLARATION

I hereby declare that this report is my original work and has not been submitted to any institution for purposes of examination or academic award. Any information given is my entire work and effort and all sources used and quoted are acknowledged in the reference.

Sign

Date.....

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APPROVAL

This research proposal has been submitted for examination with my approval as the university supervisor.

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DEDICATION

I would like to dedicate this work to my late brother Moses Atsango. May his soul rest in eternal peace.

ACKNOWLEDGEMENT

I first would like to thank the God almighty for His sufficient grace, protection and guidance throughout this study. I would also like to thank my supervisors Dr Lily W. Njanja and Prof. Allan Katwalo for their untiring guidance and support. I would also like to thank my parent Mr. and Mrs. Atsango for giving me this chance to study and also for their moral, physical and financial support. I won't forget my sisters Linda, Sandra and brother Gabriel for the encouragement they have given me throughout this period.

ABSTRACT

Globalization has become an integral part of our lives a process characterized by interaction and integration among the people, companies, and governments of different nations, a process driven by international trade and investment and aided by information technology. These processes have effects on the environment, on culture, on political systems, on economic development and prosperity, and on human physical well-being in societies around the world. Globalization brings about turbulence in an organizations environment in that managers operating in such an environment cannot be able to predict the future. With this in mind, Successful managers, in this environment, need to understand the similarities and differences across national boundaries, in order to utilize the opportunities and deal with the potential downfalls. They have to come up with appropriate strategies that will help them succeed in such an environment. Thus this research aimed at looking at some of the strategies that organizations in this environment have put in place so as to ensure their success with a special focus on the sugar industry. The study gives a detailed theoretical and empirical literature review on globalization factors, the organizational environment, strategies and their importance, forces driving strategic change and strategic adoption. The study uses a case study research design. Data was collected using questionnaires and analyzed using descriptive and inferential statistics. The analyzed data was then presented using bar graphs, pie charts and tables. The findings of the research show that, globalization brought about challenges and opportunities and the sugar industry was prepared for the challenges and opportunities brought about by globalization. Finally the study recommends that, Further research ought to incorporate operational level employees and customers also, further studies must be on two or more companies from various industries that are likely to be affected by globalization e.g. the service industry, agriculture industry and production industry and finally researchers could use one of the four objectives as a topic of study and expound on it to give an insight of the chosen objective.

Key words: Globalization, Organizational environment, Strategies, Strategy adoption and Strategic change.

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LIST OF ACRONYMS

BAI- Booker Agriculture International

COMESA- Common Market for Eastern and Central Africa

EABL-East African Breweries Limited

EAC- East African Community

ISO-International Standards Organization

MSC- Mumias Sugar Company

PC- Personal Computer

SPSS- Statistical Package for Social Sciences

TCH- Tons of Cane per Hour