

# **SCHOOL OF BUSINESS**

**ANNUAL REPORT, 2013**

## **Brief Introduction**

The School of Business, formerly Faculty of Commerce, was established in 1956/57 academic year in the then Royal Technical College to offer special academic and professional examinations in the accountancy and secretarial practice. Following its inception in 1964, the first bachelor of commerce class was admitted with 35 students in Main Campus. The School moved to its current location at Lower Kabete Campus in the premises formerly occupied by the Kenya Institute of Administration in 1988.

The School provides leadership in the pursuit of business management programmes, providing knowledge and applications through customer-driven teaching, training, research, consultancy and community services.

Currently the School offers seven (7) programmes namely: Bachelor of Commerce (B.Com), Master of Business Administration (MBA), Master of Science in Finance (MSc. Finance), the newly introduced Master of Science programmes in Human Resource Management, Marketing, Entrepreneurship & Innovations Management, and the Doctor of Philosophy (PhD) in Business Administration. The School continues to review its curriculum in line with the emerging market and individual needs.

The School of Business is currently operating in four distinct locations namely: the Lower Kabete Campus which serves as the headquarters of the School's operations; the Main Campus location comprising of Main Campus, Ambank House and Chiromo Campus that mainly serves the Module II evening programmes; the Mombasa Campus established in 2004 and the Kisumu Campus established in 2008.

The School currently has a population of over thirteen thousand (13,074) students spread in the seven (7) programmes and across the various teaching locations. The School has a rich pool of qualified teaching staff with adequate training, teaching and research experience. This ensures the production of all-round graduates who have over the years competed very well in the job market.

The programmes are offered in several modes i.e. fulltime, part-time and distance learning modes. The part-time and distance learning programmes are designed to accommodate the special needs of those in full time employment and other related engagements. For detailed and specific information on each programme, kindly see the accompanying write-ups by heads of departmental units.

## **Courses Offered**

- Bachelor of Commerce with specialization in the following: Finance, Accounting, Marketing, Human Resource Management, Insurance, Procurement & Supply Chain Management, Operations Management and Business Information Systems.
- Master of Business Administration with specialization in the following: Finance, Human Resource Management, Strategic Management, International Business Management, Marketing, Insurance, Management Information Systems, Operations Management, Procurement and Supply Chain Management and Project Management.
- Master of Science in Finance

- Master of Science in Entrepreneurship & Innovations Management
- Master of Science in Human Resource Management
- Master of Science in Marketing
- Doctor of Philosophy in Business Administration

### **Student Enrolment**

Undergraduate	-	9500 students
Postgraduate	-	3574 students

### **International Student Component**

The School currently has about fifty (50) foreign students. Thirty-three (33) of these are from the Republic of Liberia who are under Liberian Government scholarships under a public service staff development programme.

### **Research Activities**

The School has continued to prioritize research activities especially through analysis and supervision of student research projects both at the undergraduate and postgraduate levels.

### **International Links and Collaborations**

The School is currently having the following links and collaborations:

- i) Collaboration with the Kenya Revenue Authority (KRA) through the Department of Finance & Accounting;
- ii) Collaboration with GfK-Germany aimed at establishing a Master of Science programme in Marketing Research;
- iii) Collaboration with SMC University for on line MSc. and PhD programmes;
- iv) Collaboration with Barclays Bank where the bank has sponsored an Endowed Chair through the Department of Finance and Accounting;
- v) The School remains an active member of the Association of African Business Schools (AABS) which acts as a benchmarking body for business schools across the continent.
- vi) The School hosted the EFMD (European Foundation for Management and Development) Conference on 11<sup>th</sup> and 12<sup>th</sup> October 2012 in collaboration with Strathmore University in its efforts to foster interaction and exchange of ideas among scholars.

### **Publications**

1. Yabs J. (2012). Entrepreneurial Initiatives, Business Environmental Factors, and the success of Kenya's OFDIs in EAC. A paper presented at the African International Business and Management Conference at KICC, Nairobi, July 12-13
2. Busienei J., K'Obonyo P. and Ogutu M. (2012). The Effect of Human Resource Strategic Orientation on Performance of Large Private Manufacturing Firms in Kenya. A paper presented at the African International Business and Management Conference at KICC, Nairobi, July 12-13
3. Busienei J., K'Obonyo P. and Ogutu M. (2012). The Effect of Business Strategy on the Relationship Between Human Resource Strategic Orientation and performance of Large Private Manufacturing Firms in Kenya A paper presented at the African International Business and Management Conference at KICC, Nairobi, July 12-13

4. Busienei J., K'Obonyo P. and Ogutu M. (2012). The Effect of Organizational Structure on the Relationship Between Human Resource Strategic Orientation and performance of Large Private Manufacturing Firms in Kenya A paper presented at the African International Business and Management Conference at KICC, Nairobi, July 12-13
5. Busienei J., K'Obonyo P. and Ogutu M. (2012). The Effect of Universalistic perspective of Human Resource Strategic Orientation on Performance of Large Private Manufacturing Firms in Kenya A paper presented at the African International Business and Management Conference at KICC, Nairobi, July 12-13
6. Busienei J., K'Obonyo P. and Ogutu M. (2012). The Effect of Contingency Perspective of Human Resource Strategic Orientation on Performance of Large Private Manufacturing Firms in Kenya A paper presented at the African International Business and Management Conference at KICC, Nairobi, July 12-13
7. Lishenga L. and Acquillynembaka (2012). The Link Between Compliance With Corporate Governance Disclosure Code, And Firm Performance For Kenyan Firms. A paper presented at the African International Business and Management Conference at KICC, Nairobi, July 12-13
8. Thuo J.K., Kibera F.N., K'Obonyo P. and Wainaina G. (2012). Customer Relationship Management Practices And The Marketing Productivity Of Commercial Banks In Kenya A paper presented at the African International Business and Management Conference at KICC, Nairobi, July 12-13
9. Asiabugwa M.A., Munyoki J.M. (2012). E-Commerce Strategy And Performance Of Commercial Banks In Kenya A paper presented at the African International Business and Management Conference at KICC, Nairobi, July 12-13
10. Kilika J.M., K'obonyo P., Ogutu M. and Munyoki J.M. (2012). Towards Understanding The Design Of Human Resource Development Infrastructures For Knowledge Intensive Organizations: Empirical Evidence From Universities In Kenya A paper presented at the African International Business and Management Conference at KICC, Nairobi, July 12-13
11. Ondiek G.O., Kisombe S.M. (2012). Lean Manufacturing Tools And Techniques In Industrial Operations: A Survey Of The Sugar Sector In Kenya A paper presented at the African International Business and Management Conference at KICC, Nairobi, July 12-13
12. Yabs J. (2012). Entrepreneurial Initiatives, Business Environmental Factors, And The Success Of Kenya's Outward Foreign Direct Investments In East Africa A paper presented at the African International Business and Management Conference at KICC, Nairobi, July 12-13
13. Machuki V.N. and Oketch N.A. (2012). Corporate Governance Structures And Performance Of HIV/Aids NGOs In Nairobi, Kenya A paper presented at the African International Business and Management Conference at KICC, Nairobi, July 12-13
14. Gichaba S.M., Magutu P.O., Onsongo E.N. and Nyenze C. (2012). Corporate Governance As An Instrument For Ethical Behaviour In Organizational Success A paper presented at the African International Business and Management Conference at KICC, Nairobi, July 12-13
15. Monari F., Andollo A.A. and K'obonyo P. (2012). The Influence Of Time Management Tendencies On The Relationship Between Employee Empowerment And Organizational Performance: A Study Of The University Of Nairobi

- Employees A paper presented at the African International Business and Management Conference at KICC, Nairobi, July 12-13
16. Aduda J., Masila J.M. and Onsongo E.N. (2012). The Determinants of Stock market Development: The Case for the Nairobi Stock Exchange, *International Journal of Humanities and Social Science*, Vol.2 No.9, Centre for Promoting Ideas, ISSN 2220-8488(Print), 2221-0989 (On-line)
  17. Aduda J., Magutu P. and Githinji M.W. (2012). The Relationship between Credit Scoring Practices by Commercial Banks and Access to Credit by Small and Medium Enterprises in Kenya, *International Journal of Humanities and Social Science*, Vol.2 No.9, Centre for Promoting Ideas, ISSN 2220-8488(Print), 2221-0989 (On-line)
  18. Aduda J., Odera E.O. and Onwonga M. (2012). The Behaviour and Financial performance of Individual Investors in the Trading of Shares of Companies Listed at the Nairobi Stock Exchange, Kenya, *Journal of Finance and Investment Analysis*, Vol. 1, No. 3, 33-60, Scienpress Ltd, ISSN:2241-0988 (Print Version), 2241-0996 (Online)
  19. Aduda J. and Kingoo N. (2012). The Relationship between Electronic Banking and Financial Performance among Commercial Banks in Kenya, *Journal of Finance and Investment Analysis*, Vol. 1 No. 3, 99-118 ,Scienpress Ltd, ISSN:2241-0988 (Print Version), 2241-0996 (Online)
  20. Aduda J. and Kalunda E. (2012). Financial Inclusion and Financial Sector Stability with Reference to Kenya: A Review of Literature, *Journal of Applied Finance and Banking*, Vol. 2, No.6, 95-120, Scien Press Ltd, ISSN: 1792-6580 (Print Version), 1792-6599 (Online)
  21. Aduda J., Kimoro J.N. and Mosoti J.M. (2012). Foreign Exchange Reserves Risks and Management Strategies adopted by the Central Bank of Kenya, *African Journal of Business and Management*, Vol.1 No. 1, pp 27-22, AJBUMA publishing, ISBN 978-9966-1570-1-0
  22. Aduda J., Wandabwa G. and Onsongo E.N. (2012). Corporate Governance Practices, and the Relationship between Corporate Governance and Financial Performance among Broadcasting Stations in Kenya, *African Journal of Business and Management*, Vol.1 No. 2, pp 65-84, AJBUMA publishing, ISBN 978-9966-1570-2-7

### **Refereed Journal Articles**

1. Aosa E., Machuki V. and Letting N.K. (2012). "Firm-Level Institutions and Performance of Public Quoted Companies in Kenya". *International Journal of Humanities and Social Science*, 2(21), pp. 298-312, November
2. Aosa E., Awino Z. and Bagire V. (2012). "The Interaction of Personal Factors, Structure and Performance in NGOs" *DBA Africa Management Review*, 2(3), pp. 25-41, November
3. Aosa E., Kinuu D. and Maalu J. (2012). "Factors Influencing Change Management Process at Tamoil Kenya Limited". *Business Administration and Management*, 2(8), pp 655-662, August
4. Aosa E., Letting N. and Machuki V. (2012). "Board Diversity and Performance of Companies Listed in Nairobi Stock Exchange". *International Journal of Humanities and Social Science*, 2(11), pp. 172-182, June

5. Aosa E., Bagire V. and Awino Z. B. (2012). "The Strategy-resource Configurations and Performance Implications in Non-governmental Organizations" *Crown Research in Education*, 2(3)
6. Awino Z.B. (2012). An Empirical Study of Top Management Team Diversity, and Performance in the Service Industry, *ASM's International E-Journal of Ongoing Research in Management and IT e-ISSN-2320-0065 INCON 13-Gen-031*.
7. Awino Z.B. (2012). Top Management Team Diversity, Quality Decisions and Organizational Performance in the Service Industry, *ASM's International E-Journal of Ongoing Research in Management and IT e-ISSN-2320-0065 INCON 13-Gen-032*.
8. Awino Z. B. , Jemimah M. M., Linet K. O. (2012). Strategic Planning, Planning Outcomes and Organizational Performance – An Empirical Study of Commercial Banks in Kenya *Research Journal in Organizational Psychology and Educational Studies, Volume 1 No. 5 pp. 266-271, 2012*. <http://rjopes.emergingresource.org/> A reputable Emerging Academy Resources Journal Published in Seattle USA ISSN: 2276-8475
9. Awino Z. B, Bagire V. and Aosa E. (2012). The interaction of Personal factors, Structure and Performance in NGOs *DBA Africa Management Review, Volume 2 No. 3 pp. 25-41, 2012*. <http://journals.uonbi.ac.ke/damr/> A peer reviewed Publication of the School of Business, University of Nairobi ISSN 2224-2023.
10. Awino Z. B., Maina M., Ogutu M. and Oeba L. K. (2012). Total Quality and Competitive advantage of firms in the Horticultural Industry in Kenya *Prime Journal of Business Administration and Management (BAM), Volume 2 (4), pp. 521-532, March 14<sup>th</sup> 2012*. [www.primejournal.org/bam](http://www.primejournal.org/bam). An International Journal ISSN: 2251-1261.
11. Awino Z. B., Bagire V. and Aosa E. (2012). The Strategy-Resource Configurations and Performance Implications in Non-Governmental Organizations *Crown Research In Education, Volume 2 Issue 3, pp. 105-112, April 2012*. <http://crownjournals.org>  
An International Journal ISSN 2276-7436
12. Awino Z. B. and Nkirote C. (2012). Bottlenecks in the Execution of Kenya Vision 2030 Strategy: An Empirical Study *Prime Journal of Business Administration and Management (BAM), Volume 2 (3), pp. 505-512, March 14<sup>th</sup> 2012*. [www.primejournal.org/bam](http://www.primejournal.org/bam). An International Journal ISSN: 2251-1261
13. Awino Z. B. and Kariuki P. M. (2012). Firm strategy, Business Environment and the Relationship Between Firm Level Factors and Performance. *DBA Africa Management Review, Volume 2 No. 1 pp. 77-98, 2012*. <http://journals.uonbi.ac.ke/damr/>. A Publication of the School of Business, University of Nairobi ISSN 2224-2023.
14. Gathungu J. and Mwangi J. (2012). Dynamic Capabilities, Talent Development and Firm Performance. *DBA Africa Management Review, Volume 2 No. 3*. <http://journals.uonbi.ac.ke/damr/>. A Publication of the School of Business, University of Nairobi ISSN 2224-2023

15. Kinoti M., and Kerubo C. (2012). Factors Contributing Towards Adoption of Green Marketing Practices in the Mobile Phone Service Providers in Kenya. *DBA Africa Management Review, Volume 2 No. 1* <http://journals.uonbi.ac.ke/damr/>. A Publication of the School of Business, University of Nairobi ISSN 2224-2023
16. K'Obonyo P., Munyoki J. and Kilika J. (2012). Towards Understanding the Design of Human Resource Development Infrastructures for Knowledge Intensive Organizations: Empirical Evidence from Universities in Kenya. *DBA Africa Management Review, Volume 2 No. 2* <http://journals.uonbi.ac.ke/damr/>. A Publication of the School of Business, University of Nairobi ISSN 2224-2023
17. K'Obonyo P., Omari S. and Kidombo H. (2012). A Critical Evaluation of the Applicability of Unitarism Perspective in Contemporary Employment Relations. *DBA Africa Management Review, Volume 2 No. 3* <http://journals.uonbi.ac.ke/damr/>. A Publication of the School of Business, University of Nairobi ISSN 2224-2023
18. Machuki V., Aosa E. and Letting N.K. (2012). "Firm-Level Institutions and Performance of Public Quoted Companies in Kenya". *International Journal of Humanities and Social Science*, 2(21), pp. 298-312, November
19. Machuki V., Aosa E. and Letting N. (2012). "Board Diversity and Performance of Companies Listed in Nairobi Stock Exchange". *International Journal of Humanities and Social Science*, 2(11), pp. 172-182, June
20. Maalu J., Nzuve S., and Muindi F. (2012). A Survey of Personal Goals and Perception of Entrepreneurial Ability Amongst Students at the School of Business, University of Nairobi; *African Journal of Business & Management (AJBUMA) Vol. 1 No. 1 (2012) AIBUMA Publishing; ISSN 987-9966-1570-1-0*
21. Maalu J. (2012). A Survey of Personal Goals and Perceptions of Entrepreneurial Ability among Students of the School of Business, University of Nairobi. *Africa Journal of Business and Management. Vol.2 (3)*.
22. Maalu J. and McCormick D. (2012). Innovation Hubs and Small enterprises in Africa: Setting the Policy Agenda. *Africa Journal of Business and Management. Vol.1 (2)*.
23. Maalu J. and Kabui E. (2012). Perception of Entrepreneurship as a Career by Students from Selected Public Secondary Schools in Nairobi. *DBA Africa Management Review, Volume 2 No. 1* <http://journals.uonbi.ac.ke/damr/>. A Publication of the School of Business, University of Nairobi ISSN 2224-2023
24. Muindi F. & Wangara C. (2012). Trade Unions Leadership Effectiveness and Factors Influencing Leadership Effectiveness : The Case of Kenya Union of Sugar Plantation and Allied Workers (KUSPAW) ; *African Journal of Business & Management (AJBUMA) Vol. 1 No. 1, AIBUMA Publishing; ISSN 987-9966-1570-1-0*
25. Muindi F. and Maalu J. (2012). A Survey of Personal Goals and Perception of Entrepreneurial Ability Amongst Students at the School of Business, University of Nairobi; *African Journal of Business & Management (AJBUMA) Vol. 1 No. 1 (2012) AIBUMA Publishing; ISSN 987-9966-1570-1-0*

26. Munyoki J.M., Kabagambe L. B. and Ogutu M. (2012). The Effect of Export Marketing Strategy on the Relationship between Firm Competencies and Export Performance of Small and Medium Manufacturing Exporters in Uganda . DBA Africa Management Review Vol 2 (1), pp 10-23.
27. Munyoki J.M. and Kirigo W. R. (2012). Factors That Influence Consumer Preference Of Television Stations By Public Primary School Teachers In Langata Division, Nairobi DBA Africa Management Review Vol 1 (1), pp 79 -92.
28. Munyoki J.M., Kabagambe L. B., and Ogutu, M. (2012). Firm competencies and export Performance: A study of small and medium manufacturing Exporters in Uganda. European Scientific Journal Vol 8 (12) pp 29-48.
29. Munyoki J., Kilika J. and K'Obonyo P. (2012). Towards Understanding the Design of Human Resource Development Infrastructures for Knowledge Intensive Organizations: Empirical Evidence from Universities in Kenya. *DBA Africa Management Review, Volume 2 No. 1* <http://journals.uonbi.ac.ke/damr/>. A Publication of the School of Business, University of Nairobi ISSN 2224-2023
30. Nzuve S., Maalu J.; & Muindi F. ( 2012). A Survey of Personal Goals and Perception of Entrepreneurial Ability Amongst Students at the School of Business, University of Nairobi; *African Journal of Business & Management (AJBUMA) Vol. 1 No. 1 (2012) AIBUMA Publishing; ISSN 987-9966-1570-1-0*
31. Ogutu M., Awino Z. B. and Muchemi A. W. (2011). Diversity in the Top Management Teams and Effects on Corporate Performance. *Prime Journal of Business Administration and Management (BAM), Volume 1 (3), pp.82-92 10<sup>th</sup> 2011.* [www.primejournal.org/bam](http://www.primejournal.org/bam) An International Journal ISSN: 2251-1261.
32. Ogutu M., Munyoki J.M. and Kabagambe L. B. (2012). The Effect of Export Marketing Strategy on the Relationship between Firm Competencies and Export Performance of Small and Medium Manufacturing Exporters in Uganda . DBA Africa Management Review Vol 2 (1), pp 10-23.
33. Ogutu M. Munyoki, J.M., and Kabagambe , L. B.(2012). Firm competencies and export Performance: A study of small and medium manufacturing Exporters in Uganda.. European Scientific Journal Vol 8 (12) pp 29-48.
34. Ogutu M., Nyatichi V. (2012). Competitive Strategies Adopted by Multinational Banks in Kenya *DBA Africa Management Review, Volume 2 No. 1* <http://journals.uonbi.ac.ke/damr/>. A Publication of the School of Business, University of Nairobi ISSN 2224-2023.
35. Ogutu M. and Mbula C. (2012): Strategies Adopted by Multinational Corporations to Cope with Competition in Kenya. *DBA Africa Management Review, Volume 2 No. 3* <http://journals.uonbi.ac.ke/damr/>. A Publication of the School of Business, University of Nairobi ISSN 2224-2023.
36. Owino J. (2012): Strategic Planning, Planning Outcomes and Organizational Performance – an Empirical Study of Commercial Banks in Kenya. *DBA Africa Management Review, Volume 2 No. 3* <http://journals.uonbi.ac.ke/damr/>. A Publication of the School of Business, University of Nairobi ISSN 2224-2023



37. Nzuve S.N.M. and Bakari T.H. (2012). "The Relationship between Empowerment and Performance in the City Council of Nairobi". IndexCopernicus Journal, ICID: 1023459
38. Nzuve S.N.M. and Musyoka A. (2012). "Human Capital Management Practices Adopted by the National Social Security Fund". Research Journal of Multidisciplinary Social Sciences (RJOMSS), Vol.1, Issue.
39. Nzuve S.N.M. and Ogot E. (2012). "Factors Influencing Business Internationalization in Motor Vehicle Sector: A Case Study of General Motors East Africa". Social Science Research Network (SSRN), Electronic Publishing
40. Nzuve S.N.M. and Mbugua S.(2012). "A Survey of Competitiveness in the Passenger Road Transport Sector in Nairobi-Kenya". Social Science Research Network (SSRN), Electronic Publishing
41. Nzuve S.N.M. and Bundi E.G. (2012). "Human Capital Management Practices and Firms Performance: A Survey of Commercial Banks in Kenya". Social Science Research Network (SSRN), Electronic Publishing
42. Nzuve S.N.M. (2012). "Some Thoughts of How to Allocate Indirect Costs in a Corporate Environment". Social Science Research Network (SSRN), Electronic Publishing
43. Nzuve S.N.M. (2012). "The Impact of the Enactment of the Sarbanes Oxley Act in the United States, 2002 on the Improvement of Corporate Finance and Good Governance Behavior". Social Science Research Network (SSRN), Electronic Publishing
44. Nzuve S.N.M. and Lawrence B.A. (2012). "The Extent of Compliance with Occupational Safety and Health Regulations at Registered Workplaces in Nairobi" International Journal of Business, Humanities and Technology. ISSN 2162-1357(Print), ISSN 2162-1381(Online), Vol2, No 2. – March

The School has the following numbers of staff:

Department of Business Administration

Professor	-	2
Associate Professor	-	2
Senior Lecturer	-	6
Lecturer	-	19
Assistant Lecturer/TF	-	6
Secretary	-	2
Clerk	-	2

Department of Finance & Accounting

Professor	-	1
Associate Professor	-	1
Senior Lecturer	-	1
Lecturer	-	11
Assistant Lecturer/TF	-	11
Secretary	-	2
Clerk	-	2

Department of Management Science

Professor		Nil
Associate Professor	-	1
Senior Lecturer	-	2
Lecturer	-	13
Assistant Lecturer/TF	-	8
Secretary	-	1
Clerk	-	1

Dean's Office

Dean	-	1
Associate Dean, Graduate Business Studies	-	1
Associate Dean, Undergraduate Studies	-	1
Administrator	-	10
Lab Assistant/Technologist	-	5
Secretary	-	11
Clerk	-	22
Machine Operator	-	2
Messenger	-	2

**Research and Conferences for the Year**

In the year 2012, the School hosted two successful international conferences:

- (i) The Second African International Business and Management Conference (AIBUMA 2012)
- (ii) The Operations Research Society of East Africa (ORSEA)
- (iii) The School published in the DBA Africa Management Review journal

**Number of Graduands in 2012**

The School graduated the following students during the 2012 graduation ceremony:

B.Com	-	1241
MBA	-	1229
MSc. Finance	-	36
PhD	-	15

**STEPHEN N.M. NZUVE**  
**DEAN, SCHOOL OF BUSINESS**

Encls.