

**SENATE HAS APPROVED THE  
FOLLOWING REGULATIONS FOR THE DEGREE OF MASTER OF  
BUSINESS AND ADMINISTRATION (M.B.A.) AT ITS 30TH MEETING  
WHICH WAS HELD ON 8TH AUGUST 1975**

**1.00 Admission**

1.10 The Common Regulation for the Master's Degree in all Faculties shall be applicable except where otherwise stated within these regulations.

1.20 The following shall be eligible for registration for the degree of Master of Business and Administration:

- a) A holder of Bachelor's degree of the University of Nairobi.
- b) A holder of a degree of any other recognized University or of an equivalent who has been admitted by the Senate to the status of a Bachelor's degree of the University.

**2.00 Examinations**

2.10 In Part 1 all candidates will be required to satisfy the Faculty

examiners that they have a basic working understanding of the six subjects areas contained in Part 1. These subjects will be assessed by the Faculty during the course and examined at the end of Part 1 by a two-hour written paper in each of the subjects.

2.20 Any candidate may apply for permission to write an exemption examination in any of the subjects listed under Part 1. A student who is admitted to such an examination and passes it will be exempt from further studies in that subject in Part 1. Any candidate who has successfully completed a comparable course of study may be exempted from any of the subjects listed under Part 1 and Part 11 at the discretion of the Board of Examiners.

2.30 Supplementary examinations will be permitted in a maximum of two subjects in Part 1 and failure on any supplementary examination precludes continuation to Part 11. Part 1 is subject to ratification by the external examiners at the end of the session.

2.40 In Part 11 the candidate must satisfy the Faculty examiners in each of the five subjects contained in Part 11. The candidate will be assessed by the Faculty during the course and examined at the end of Part 11 by a two-hour written paper in each of the five subjects.

2.50 A maximum of one supplementary examination will be permitted and failure will preclude continuation to Part 11. Part 11 will be subject to ratification by the External Examiner.

2.60 A candidate in Part 111 must satisfy the examiners in the subject areas of 'Policy Development and Implementation' and 'Organisations and the Environment' and one or more subject areas as determined by his Faculty Advisor before being allowed to present his thesis to the Faculty.

2.70 In Part 111 the candidates will be assessed by the Faculty by term examinations, term papers and other means and, at the end of this Part, by either a two-hour written examination or a final essay in each of the subjects areas assigned to him. Supplementary examinations will not normally be provided.

2.80 In Part 1V of the programme each candidate, working under the general guidance of a Faculty Committee, including a Faculty supervisor assigned to him by the

Dean, must complete an indepth study and analysis of a particular topic related to one of the major areas of study within the Master's Programme.

2.90 The completed thesis must be submitted to and approved by the Faculty supervisor, and the Internal Examiner normally within twelve calendar months after completion of Part 111.

## B. Curriculum for the Degree of Master of Business & Administration

*Part 1* Quantitative Methods  
Behavioural Science  
Managerial Economics  
Financial Accounting  
Administrative Functions  
Computer Science

*Part 11* Managerial Accounting  
Applied Economics  
Operations Research  
Finance  
Labour Relations and Personnel Management

*Part 111* Policy Development and Implementation  
Organisations and the Environment

plus three additional assigned courses.

*Part IV* Thesis

## C. Course Description for Master of Business and Administration Programme

### Quantitative Methods

This course is to introduce the student to the mathematical tools

that will be employed in the other courses of the programme. Topics include (1) Algebra: basic concepts and their application including functions and relations, vectors and matrices, and the interpretation of graphical displays; (2) Statistics: concept and application of basic probability theory, variables and frequency distribution, sampling techniques, hypothesis testing and simple regression analysis; (3) Calculus: an introduction to the concept and application of differentiation and integration.

### **Behavioural Science**

A survey of concepts and research from the social sciences, selected for their pertinence to the study of work and organizational behaviour. The relationship between research findings and application to organizations problems in East Africa will be stressed. Topics covered will include social perception, attitude, role theory, interaction groups, stratification systems and such institutional factors as the family, education and the community.

### **Managerial Economics**

Micro economic concepts and their application within organizations. Topics include theory of individual choice processes; demand functions production, cost, and supply functions, the role of markets and market characteristics; general equilibrium analysis. Attention will be given to the problem of decision-making in the firm.

### **Financial Accounting**

Understanding, interpreting and utilizing financial information emerging from the accounting records and

financial reports. Topics include financial statements, budgets for planning and control, expense concepts and their relevance to operating

decisions. The problems of income determination, asset measurement and equity will be stressed and the role of accounting in solving complex business problems will be explored.

### **Administrative Functions**

This seminar will focus on the configuration and functions of modern administrative organizations. The emphasis will be on the exploration of relevant structural, functional, and behavioural phenomena involved in the understanding and analysis of modern administrative organizations.

### **Computer Science**

The three objectives of the course are (1) to provide an opportunity to acquire the skills associated with computer programming, (2) to introduce the use of packages, especially for the analysis of data, and (3) to analyze the uses of computers in organizations and to determine how best to use computers in developing countries.

### **Applied Economics**

Topics include introduction to economic concepts for the economy as a whole; effect of governmental policies on individual choice and business decisions; international trade and comparative advantages.

### **Finance**

Sources of finance; capital budgeting; nature of costs and benefits in both the public and private sectors, interest rates, capital markets and social discount factors (including social costs and benefits).



## **Marketing**

Analysis of the marketing concept and its application to all organizations. The marketing mix, product design, personal selling and distribution. The planning implementation of marketing through private, co-operative and parastatal organizations.

## **Operations Research**

The course is designed to develop further the student's ability to approach problems in an analytical manner using quantitative techniques coming under the heading of Operations Research. Topics include network analysis, linear programming, decision theory, inventory models and stochastic simulation. No prior knowledge will be assumed about these areas, but an acquaintance with basic statistics will be essential. The use of the various techniques will be illustrated by practical applications. Some use will be made of the University computer to assist with problem solution.

## **Labour Relations and Personnel Management**

A course designed to examine the role of productive endeavour (work) in the modern industrial setting. The special position of the first line worker will be studied in an historical context to determine the means that they have used to articulate their interests such as class struggles, politics, unions, law, co-operatives, and individual actions. The special position of the developing countries with respect to their pool of labour will be emphasized. The second salient stress will be on collective bargaining (the tactics and strategy of resolving industrial conflict by confrontation), and on the personnel function in management: recruitment, training, wage determination, job evaluation, merit rating and employee services.

## **Managerial Accounting**

Accounting systems and financial computations are basically analysed as complex messages which are intended to influence the behaviour of persons involved. Accounting is viewed as a control system for organizations at all levels of resolution of that problem. Cost accounting will be analysed in terms of motivation, aspirations, conflicts, congruence, coalition, etc. as behavioural and organizational concepts particularly as they relate to the budgetary control process. The relevance of incremental analysis and means of calculating will be studied along with the theory of sunk costs and value of historical cost. In addition to developing an appreciation for objective numerical analysis the student will be made aware of estimation errors, strategy and the possibility that qualitative matters and subjective judgement may be decisive. The nature of fixed and variable expenses and their relevance over time will be reviewed in the light of cost/volume, profit relationships.

## **Policy Development and Implementation**

This course is an examination of top management decisions with emphasis on the development of corporate strategy. Several approaches are used in the course to examine the area of business policy. A framework is developed for corporate strategy and cases are used for class discussion and written reports. Readings are used to supplement the text and cases.

## **Organizations and the Environment**

The economic and political environment within which organizations must operate in East Africa; specific consideration of the supply of labour,

capital, and raw materials; investigation of the problems and opportunities involved in the quest for 'economic Independence'; particular emphasis on the manner in which such environmental considerations affect policy development and implementation.

Special Topics in Accounting 1.  
Special Topics in Accounting 11.  
Special Topics in Business Administration 1.  
Special Topics in Business Administration 11.