

MASTER OF BUSINESS ADMINISTRATION

1.0 INTRODUCTION

The Programme, which is firmly grounded in business principles, is designed to enable students understand the business world and enhance capacity in informed policy options for effective business management. In addition, the programme is meant to develop a reputation for imbuing graduates with the confidence, flexibility, intellectual curiosity and resourcefulness.

2.0 OBJECTIVES

The objectives of the programme are to:

- (a) provide the students with critical insight into areas of business and management ;
- (b) train professionals in business policy analysis and management
- (c) for employment in private and public sectors; and
- (d) build competencies for strong business practitioners.

3.0 ADMISSION REQUIREMENTS

- (a) The Jaramogi Oginga Odinga University of Science and Technology regulations shall apply.
- (b) Applicants with any of the following qualifications shall be considered for admission:
- (c) First Class in first degree or Second Class Honours (Upper Division) of Jaramogi Oginga Odinga University of Science and Technology.
- (d) Holders of a first degree from an accredited University and recognized by Jaramogi Oginga Odinga University of Science and Technology Senate as equivalent to a First Class or Upper Second Class Honours degree of Jaramogi Oginga Odinga University.
- (e) Holders of Lower Second Class Honours degree of Jaramogi Oginga Odinga University of Science and Technology or of a recognized University who in addition to the degree, have a post graduate qualification such as a diploma in a relevant field , or have post graduate Research experience as evidenced by atleast one published

paper in a refereed journal or Technical reports and patent documents, or two years working experience in a relevant field.

4.0 PROGRAMME DURATION

The duration of the programme shall normally be one and half ($1\frac{1}{2}$) academic years from the date of registration.

5.0 PROGRAMME STRUCTURE

The MBA degree programme shall be by coursework, examination and project.

The courses are offered in Units, with a unit defined as a one lecture hour per week or two tutorial hours per week, or three practical hours per week. The programme shall consist 54 (fifty four) units of coursework, examination and Project distributed on trimester basis.

The first year courses shall consist of foundation units which shall be compulsory and the remainder shall be chosen in order to provide specialization in one of the following Nine Options: Accounting, Finance, Marketing, Human Resource and Development Management, Operations Management, Strategic Management, Procurement and Supplies Management, Entrepreneurship and Small Enterprise Development and Management Information Systems.

6.0 EXAMINATIONS

- (a) The Jaramogi Oginga Odinga University of Science and Technology Regulations shall apply.
- (b) There shall be a three (3) hour written examination paper for each course unit taught.
- (c) The final written examination and Continuous Assessment Tests shall account for 60% and 40%, respectively of the final mark
- (d) The pass mark in every prescribed course unit shall be 50%.
- (e) Grading system for coursework shall be as follows:

Marks (%)	Grade	Remarks
70 – 100	A	Distinction
60 – 69	B	Credit
50 - 59	C	Pass
Below 50	D	Fail

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- (f) A candidate who, for unacceptable and unverifiable reasons, fails to sit for an examination shall be discontinued.
 - (g) The project shall be assessed by one internal examiner who shall normally be a member of the faculty and one external examiner. The mark to be assigned to the project shall be the arithmetic mean of the two scores from the Examiners.
 - (h) The project report shall be graded over 100% and shall not be subject to continuous assessment tests.
 - (i) The pass mark for the project shall be 50%. A candidate who fails in the project shall be given two months to re-submit the project report, failing which the candidate shall be discontinued.

7.0 DEGREE DESCRIPTION

A candidate of Master of Business Administration of Jaramogi Oginga Odinga University of Science and Technology shall graduate in the following Master of Business Administration (MBA) options;

- (a) Master of Business Administration (Accounting Option)
- (b) Master of Business Administration (Finance Option)
- (c) Master of Business Administration (Marketing Option)
- (d) Master of Business Administration (Human Resource and Development Option)
- (e) Master of Business Administration (Strategic Management Option)
- (f) Master of Business Administration (Operations Management Option)
- (g) Master of Business Administration (Procurement and Supplies management Option)

- (h) Master of Business Administration (Entrepreneurship and Small Enterprise Development Option)
- (i) Master of Business Administration (Management Information System Management option)

7.0 COURSE DISTRIBUTION

First Year - Semester 1 **Units**

MBA 801:	Management Information Systems	1C
MBA 802:	Managerial Economics	1C
MBA 803:	Financial Accounting	1C
MBA 804:	Organizational Behaviour	1C
MBA 805:	Quantitative Methods	1C
MBA 806:	Management Principles and Practice	1C

First Year - Semester II

MBA 807:	Research Methods	1C
MBA 808:	Strategic Management	1C
MBA 809:	Marketing Management	1C
MBA 810:	Management Accounting	1C
MBA 811:	Financial Management	1C
MBA 812:	Human Resource Management	1C

Second Year - Semester I

Accounting (Option)

Core Courses:

MBA 813:	Advanced Financial Accounting	1C
MBA 814:	Auditing and Investigation	1C
MBA 815:	Advanced Management Accounting	1C

Electives: (Any ONE)

MBA 816:	Commercial Law	1E
MBA 818:	Tax Planning and Management	1E
MBA 819:	Public Sector Accounting	1E
MBA 820:	Financial Reporting	1E
MBA 821:	International Accounting	1E
MBA 840:	Entrepreneurship and Small Business Management	1E

Finance (Option)

Core Courses:

MBA 817:	Financial Institutions and Markets	1C
MBA 822:	Security Analysis and Valuation	1C
MBA 823:	Corporate Finance	1C

Electives: (Any ONE)

MBA 816:	Commercial Law	1E
MBA 824:	Microenterprise Finance	1E
MBA 825:	Financial Economics	1E
MBA 826:	Portfolio Management	1E
MBA 827:	International Finance	1E
MBA 840:	Entrepreneurship and Small Business Management	1E

Marketing (Option)

Core Courses:

MBA 828:	Consumer Behaviour	1C
MBA 829:	Marketing Research	1C
MBA 830:	Marketing Strategy and Policy	1C

Electives (Any ONE)

MBA 816:	Commercial Law	1E
MBA 831:	Industrial Marketing	1E
MBA 832:	Promotional Strategy	1E
MBA 833:	Sales Management	1E
MBA 834:	International Marketing	1E
MBA 835:	Marketing of Services	1E
MBA 840:	Entrepreneurship and Small Business Management	1E

Human Resource Management and Development (Option)

Core Courses:

MBA 836:	Industrial Relations	1C
MBA 837:	Employee Procurement and Development	1C
MBA 838:	Employee Compensation	1C

Electives (Any ONE)

MBA 816:	Commercial Law	1E
MBA 824:	Microenterprise Finance	1E
MBA 839:	Organizational Development and Change	1E
MBA 840:	Entrepreneurship and Small Business Management	1E
MBA 841:	Public Relations	1E

Operations Management (Option)

Core Courses:

MBA 842:	Production and Operations Management	1C
MBA 843:	Project Management	1C
MBA 844:	Operations Research	1C

Electives: (Any ONE)

MBA 816:	Commercial Law	1E
MBA 824:	Microenterprise Finance	1E
MBA 840:	Entrepreneurship and Small Business Management	1E
MBA 845:	Decision Support Systems	1E
MBA 846:	Total Quality Management	1E
MBA 847:	Inventory Management	1E
MBA 848:	Multivariate Methods	1E

Strategic Management

Core Courses

MBA 849:	Advanced Strategic Management	1C
MBA 850:	Global Strategic Management	1C
MBA 851:	Management of Strategic Change	1C

Electives (Any ONE)

MBA 816:	Commercial Law	1E
MBA 840:	Entrepreneurship and Small Business Management	1E
MBA 844:	Operations Research	1E
MBA846:	Total Quality Management	1E
MBA 847:	Inventory Management	1E

Procurement and Supplies Management (Option)

Core Courses

MBA 847:	Inventory Management	1C
MBA 852:	Strategic Supply Chain Management	1C
MBA 853:	Risk Management and Supply Chain Vulnerability	1C

Electives (Any ONE)

MBA846:	Total Quality Management	1E
MBA 854:	Finance for Purchasers	1E
MBA 855:	Public Sector Stakeholders and Governance	1E
MBA 856:	Sustainable Procurement	1E

Entrepreneurship and Small Enterprise Development (Option)

Core Courses

MBA 857:	Entrepreneurship and New Venture Creation	1C
MBA 858:	Small Enterprise Development	1C
MBA 859:	Strategic Small Business Management	1C

Electives (Any ONE)

MBA 860:	Marketing Management for Small Enterprises	1E
MBA 861:	Governance in Small Enterprise Management	1E
MBA 862:	Entrepreneurship and Family Business	1E
MBA 863:	Business Development Services for Small Enterprises	1E
MBA 864:	Small Business Finance	1E
MBA 865:	Entrepreneurial and Managerial Training for Small Enterprise	1E

Management Information Systems (MIS) Option

Core Courses

MBA 801:	Management Information Systems	1C
MBA 810:	Information Systems Security and Ethical Issues	1C
MBA 811:	System Applications	1C

Electives (Any ONE)

MBA 812:	Databases and Information Management	1E
MBA 858:	Small Enterprise Development	1E
MBA 859:	Strategic Small Business Management	1E

Second Year -Semester II

MBA 899:	Project	1C
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8.0 COURSE DESCRIPTIONS

MBA 801: MANAGEMENT INFORMATION SYSTEMS

Nature of information systems, information requirements for management, management information systems and organizations; development of information systems: systems concepts, types of systems, systems analysis and design, design and implementation; components of an information system: personnel, hardware, software and database management; information systems application: transaction processing systems, Decision Support Systems (DSS), artificial intelligence, expert systems, Executive Information System (EIS), Human Information Processing System (HIPS); computer as tool for processing information.

MBA 802: MANAGERIAL ECONOMICS

Structure, conduct and performance of business; the theory of consumer behaviour; price and output determination under various forms of competition; the allocation of resources and welfare economics; aggregate income analysis; determinants of national income; consumer and investor activities; growth; the development of the Kenya Business system; environmental and technological forces in the growth of the Kenya business system; international Business, emergency of capital markets; export finance commodity price stabilization; tax and intergration policy for business decision making; current economic problems in business taxation and practises.

MBA 803: FINANCIAL ACCOUNTING

An overview of the firm's financial accounting system with greater emphasis on reporting to, shareholders, creditors, regulatory agencies; conceptual framework of financial reporting: postulates, principles and cores that determine what is recorded and what is not recorded, presentation of the accounting numbers, accounting cycle; accounting policy formulation and the rationale of regulating practice; conventional accounting and available alternatives, policies, inventory and depreciation accounting; income measurement accounting vs economic approach capital maintenance.

MBA 804: ORGANIZATIONAL BEHAVIOUR

Nature of organizational behaviour, sociological and psychological bases of individual behaviour in organizations; individual processes: perception; attitude formation and change personality;

learning and behaviour modification; group dynamics, the ories of leadership; motivations; communication, conflicts and stress in organizations; power and politics in organizations.

MBA 805: QUANTITATIVE METHODS

Linear equations: simultaneous and quadratic equations including graphical solutions; Set Theory; Probability Theory: basic concepts, permutation and combinations, Bayes Theorem, probability distributions, binomial, normal poisson, matrix algebra; techniques: input-output analysis including static and dynamic models; Markovion decision analysis; steady state conditions; differential calculus: functions, limits and continuity; logarithmic and exponential

functions; integral calculus: definite and indefinite integrals; forecasting; curve fitting, time series analysis of trend and seasonal variations.

MBA 806: MANAGEMENT PRINCIPLES AND PRACTICE

Managers and management; evolution of management; management functions and roles; Organizational culture and environment; issues in management, social responsibility and managerial ethics; management across cultures and technology; fair employment practices based on gender, age, physical ability, cultural variations

MBA 807: RESEARCH METHODS

Nature of social science research; the general research process; types of research; research decisions; experimental, causal, exploratory research; data collection methods and procedures: primary and secondary data, questionnaires; probability and non-probability sampling schemes; sampling errors and determination of sample size; data analysis techniques: Parametric and non parametric approaches; use of computer packages in data analysis with practical exposure to SPSS, SAS,and PC; preparation of research proposal: statement of research problem and objectives, development of theoretical /conceptual framework, literature survey; research report and dissemination procedures.

MBA 808: STRATEGIC MANAGEMENT

The nature and value of strategy; levels of strategy, strategic management process; definition of company mission; environment scanning; formulation of objectives and strategies; strategy analysis and choice, strategy implementation; role of structure leadership and culture; strategic

control; strategic issues: strategic management in various contexts, public sector strategy, strategic management in not-for-profit organizations and business management in developing countries.

MBA 809: MARKETING MANAGEMENT

Concepts, essence and role of marketing; marketing environment; market analysis; forecasting; product analysis and product management; management of sales force ;marketing research; marketing and other entities.

MBA 810: MANAGEMENT ACCOUNTING

Accounting for managerial decision-making; analytical methodologies for decision making and control both in profit and non-profit making organizations; financial vs. managerial accounting systems; cost concepts and classifications; cost-volume-profit analysis; budget as a planning tool, non-routine decisions; product costing and use of cost and revenue accumulation for control and pricing; responsibility accounting.

MBA 811: FINANCIAL MANAGEMENT

Nature of finance, goals of financial management; financial planning, analysis and budgeting; capital investment decisions under certainty including projects with different lives, capital rationing, effect of changing price levels and investment

timing; cost of capital, leverage and capital structure decisions; management of working capital and short-term financing strategy.

MBA 812: HUMAN RESOURCE MANAGEMENT

The nature of Human Resource Management (HRM), development of personnel and HRM policies, Human Resource Planning, job analysis and job evaluation, recruitment, selection, induction and placement; employee compensation, performance appraisal; employee training and development; industrial relations, future challenges in HRM.

MBA 813: ADVANCED FINANCIAL ACCOUNTING

Admission, retirement and death in a partnership firm; amalgamation; dissolution of partnerships; branch accounts, departmental accounts; profit or loss prior to incorporation; liquidation of companies, mergers and acquisition, price level changes.

MBA 814: AUDITING AND INVESTIGATIONS

Origin and need for auditing, users of audited reports; internal and external audits; qualifications, rights and duties of an auditor; liability of an auditor; internal control systems; audit evidence; vouching; verification; audit report; investigations; auditing in a computerized environment.

MBA 815: ADVANCED MANAGEMENT ACCOUNTING

Budgetary control systems for planning, manufacturing and coordinating performance; goal formation and direction setting; long range planning, and problems of multi-dimensional measurement, design of responsibility accounting systems and transfer pricing mechanisms, cost estimation and forecasting, current issues in management accounting

MBA 816: COMMERCIAL LAW

Essence of and need for law; law of contract; sale of goods; agency; partnerships; negotiable instruments; bailment and pledge indemnity and guarantee.

MBA 817: FINANCIAL INSTITUTIONS AND MARKETS

Nature of financial markets; types, operations and functions of securities markets; the role of Capital Markets Authority; non - securities markets: banks and non- bank financial institutions; specialized financial institutions in Kenya, issues in institutional management; market efficiency; international financial institutions; globalization and offshore investing; role of financial markets in an economy.

MBA 818: TAX PLANNING AND MANAGEMENT

Statutes for imposition of taxes; the Income Tax Act (Cap 470), Finance Act and other legislation; tax chargeable to income from business, employment, dividends, pensions, trusts, gains from transfer of property, management of professional fees, royalties, interest and rents; ascertainment of total income liable to tax: business, employment, non-resident persons, capital allowances, investment deductions and losses; relief allowances; deduction of tax: Pay As You Earn (PAYE), withholding taxes, double taxation relief arrangement; incidence of taxation, exemptions; tax computations, accounting for tax income, deferred taxation, tax returns and assessment of VAT and other indirect taxes

MBA 819: PUBLIC SECTOR ACCOUNTING

Existing and proposed financial accounting systems for operations of non-profit making entities, fund accounting system as a critical component; accounting system for municipal and local government, central government, hospitals and harambee funds, consolidated fund, contingency funds and revolving funds.

MBA 820: FINANCIAL REPORTING

Accounting theory, objectives of financial statements, desirable characteristics of accounting reports; sources of authority; the legal framework requirements of the Companies Act, accounting standards and the accounting principles; distributable profit; approaches to profit measurements: present value concept, accountants approach; financial reporting: the practical aspects; valuation of tangible and intangible assets: goodwill, trademarks, copyrights and trade; Fair value accounting; Financial Reporting Standard; acquisition and merger; Taxation:

corporation tax, and deferred taxation; capital re-organization: capital reduction and reconstruction, evaluation of reconstruction schemes, liquidations.

MBA 821: INTERNATIONAL ACCOUNTING

Accounting in an international context; problems of conflicting sovereign requirements, the role of international accounting standard and comparative practices, problems of accounting for Multinational Corporations, foreign currency translation; accounting for inflation; analysis of foreign financial statements in view of divergent financial reporting and disclosure practices, transfer pricing and international taxation.

MBA 822: SECURITY ANALYSIS AND VALUATION

Investment setting and process; financial and economic analysis; theory of valuation; valuation and analysis of fixed income securities, term structure of interest rates and yield spreads; valuation and analysis of common stocks: firm and industry analysis; technical and fundamental analysis, chartist and random walk hypothesis; valuation and pricing of derivative securities: options, warrants and convertibles.

MBA 823: CORPORATE FINANCE

Corporate dividend policy and strategy; long-range financing strategies: debt and preferred stock financing including refunding decisions; asset-based financing, equity financing, warrants and convertibles; corporate value maximizing strategies: value-based management, mergers and acquisitions, corporate restructuring and control; financial distress; emerging trends in corporate financing.

MBA 824: MICRO-ENTERPRISE FINANCE

Assessing financial needs of small business enterprises; Government policies in assisting small business enterprises; sources of finance; tools in small business lending: project viability, use of cashflows, preparation and evaluation of business plans, loan sizes, debt collection, and management systems; designing small business lending programmes; role of needs assessment in programme formulations, terms and conditions appropriate for small business loans; small business loan processing; monitoring and evaluation of small business lending programmes.

MBA 825: FINANCIAL ECONOMICS

Decisions under uncertainty: Theory of Risk, Portfolio Theory and market equilibrium; financial markets and market efficiency; agency theory and information economics; capital investment decisions under uncertainty, capital structure theories; option theory; financial risk management

MBA 826: PORTFOLIO MANAGEMENT

Modern Portfolio Theory; portfolio construction, capital market theory, factor models and arbitrage pricing theory; bond portfolio management: Duration and convexity, immunization, active management: bond swaps, embedded options, foreign bonds; equity portfolio management: passive versus active management, asset allocation strategies, performance forecasting; financial futures: futures valuation, application of futures to bond and stock portfolio management; non-traditional assets: venture capital real estate, pensions funds, commodity futures, investment companies; international portfolio management and diversification; portfolio performance evaluation.

MBA 827: INTERNATIONAL FINANCE

International financial institutions and markets; foreign exchange markets: exchange rates dynamics, currency risk and management strategies; International Investing: direct and indirect investments, diversification and market integration; political risk assessment and international tax management capital budgeting strategies for multinational corporations: international working capital management; international mergers, acquisitions and corporate restructuring.

MBA 828: CONSUMER BEHAVIOUR

Nature of consumer behaviour, role of consumer behaviour analysis in marketing strategy formulation; Classes of buying situations, consumer buying decision making process, consumer perceptions and marketing strategy, consumer attitudes and needs; cultural, social, demographic and psychographic influences on consumer behaviour, communication across consumers.

MBA 829: MARKETING RESEARCH

Nature and scope of marketing research, the role of marketing research, the research process, research problem and objectives formulation, marketing research design, samples design, sources of data and methods of data collection,

construction of data collection instruments, data analysis and interpretation; the research report; issues in research: validity, reliability, objectivity and ethics.

MBA 830: MARTKETING STRATEGY AND POLICY

Nature and purpose of marketing strategy and policy; external and internal environmental factor analysis; establishing marketing objectives; formulation of marketing strategies; implementation and control of marketing strategy

MBA 831: INDUSTRIAL MARKETING

Industrial marketing system and concepts; industrial buyer behavior; buyer characteristics; market opportunities:types, identifying market segments, selecting target markets: demand in industrial markets; marketing information systems and research; classification of industrial products and service; price decisions; formulating channel strategies; developing marketing strategies for industrial products and services.

MBA 832: PROMOTIONAL STRATEGY

Planning framework; organizing; setting advertising objectives; the budget decision; the media brief; copy decisions; media decisions;- selection and planning; media cost efficiency, media research; measuring advertising effectiveness, control of advertising; advertising and corporate image building.

MBA 833: SALES MANAGEMENT

Personal selling; the sales force; sales training and compensation; controlling the sales effort; issues in sales management; Tele-marketing; team selling; physical distribution function; channel design strategies and structures; target markets; managing the marketing channel design strategies structures.

MBA 834: INTERNATIONAL MARKETING

International marketing-practices and problems; export assistance; identifying foreign markets; overseas distribution; product promotion; export finance; documentation of procedure; marketing plan; global markets; joint ventures; export processing zones and other current issues; tariffs and trading blocs.

MBA 835: MARKETING OF SERVICES

Concept of service; designing service; marketing mix in services marketing; services management; delivering quality service; delivering service in specialized institution: financial services, health, hospitality, public utility services like: electricity and water, communication services, educational and professional services.

MBA 836: INDUSTRIAL RELATIONS

Nature of industrial relations, participants and the interaction process in industrial relations; trade unions: role and development, collective bargaining, collective agreement negotiations and administration, strike phenomenon, source of conflicts and techniques of resolving employer - employee disputes; employers movement.

MBA 837: EMPLOYEE RECRUITMENT AND DEVELOPMENT

Essence of human resources procurement; overview of the process of procurement; human resources planning; recruitment process; sources and methods of recruitment; selection process, tools and techniques of selection; purposes, types: preparation and conduct of selection interviews; environmental factors affecting recruitment and selection process; issues in recruitment and selection.

MBA 838: EMPLOYEE COMPENSATION

Nature of employee compensation, role of compensation, work and human behaviour, motivation and performance attractive job analysis, job evaluation; compensation and performance appraisal; factors and issues that affect employee compensation, designing a pay structure.

MBA 839: ORGANIZATIONAL DEVELOPMENT AND CHANGE

The nature and concepts of organizational development and change, applications of organizational development, theories of organizational development and change, strategies for managing organizational behaviour, organizational change content; resistance to changes: cause and its management.

MBA 840: ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

Essence of entrepreneurship; entrepreneurial and small business ventures, characteristics of entrepreneurs; generation and evaluation of business ideas, issues to consider before starting a small business, preparation and presentation of a business proposal, development and implementation of strategies and control measures in functional areas of business; essentials of sustainable growth of a business; family business: nature; advantages and issues facing family businesses and their management.

MBA 841: PUBLIC RELATIONS

Need and importance of public relations; public relations with employees, customers, investors internal public relations:- company hand-book, company magazine, annual reports, suggestion boxes, reading racks, miscellaneous media; means of external public relations: relation with press, seminars, and conferences, goodwill visits, gifts and greetings, exhibitions, competition, institution of chairs, scholarships and prizes, patronizing sports, education material; public relations and attainment of enterprise objectives.

MBA 842: PRODUCTION AND OPERATIONS MANAGEMENT

Nature and scope of production and operations management; Inventory Control Models: Always Better Control (ABC) system, static and dynamic Economic Order Quantity (EOQ) Models, production scheduling model, probabilities models, Just-In-Time (JIT) Manufacturing; process analysis: types of processes, process efficiency and effectiveness; logistic models; facilities planning: equipment replacement models, output; quality control systems: statistical and non-statistical approaches; cost control systems; ergonomics and social technical systems.

MBA 843: PROJECT MANAGEMENT

Project identification: market study, technical and financial feasibility, social and private discount rates; project appraisal techniques: Net Present Value, Internal Rate of Return - cost , benefits analysis; inflation and depreciation considerations; analysis of risk and return project implementation: time and cost management, scheduling of project using Project Evaluation and

Review Techniques; Critical Path Analysis; monitoring of ongoing projects; replanning and post-audit.

MBA 844: OPERATIONS RESEARCH

Modeling and operations research; linear programming: formulation, graphical and simplex methods, duality, sensitivity analysis; Distribution models: Assignment and Transshipment models; Decision Theory: decision under risk and uncertainty; decision trees, sensitivity analysis; Game Theory; zero-sum and non-zero-sum games; Queuing analysis: application of Poisson and exponential distributions; single channel and multichannel queues; queues with priority service; simulation: structure of simulation models, random numbers, stochastic simulation models, computer simulation

MBA 845: DECISION SUPPORT SYSTEMS

Decision support systems architecture, decision support systems types: personal information systems (PIS), executive support systems (EIS); financial-modeling applications, database Query applications, expert systems applications, group decision support systems.

MBA 846: TOTAL QUALITY MANAGEMENT

Perspectives on Total Quality Management (TQM); TQM Theories; TQM appraisals; approaches to TQM development; Quality Assurance Process; TQM implementation and control; statistical quality control; the role of organizational culture and leadership

MBA 847: INVENTORY MANAGEMENT

Single period and high period inventory; production lot size model, production set-up; safety stock; stock control decisions; inventory control systems; price/break order quantity; dependent and independent demand inventory; inventory review systems, Economic Order Quantity (EOQ) Model and its assumptions; lead time; deterministic and stochastic models, Materials Requirement Planning (MRP); Just -In - Time (JIT) systems.

MBA 848: MULTI-VARIATE METHODS

Discriminant, canonical and factor analysis; multiple regression analysis; integer linear programming: Branch-and-Bound techniques; Dynamic programming: formulation and allocation process; Goal programming; dynamic Markov Processes; Finite stage with and

without discounting; linear programming solutions of Markovian problems; non-linear programming: external problems, unconstrained and constrained Algorithms, Kuhn-Tucker conditions, Quadratic, Geometric and Stochastic approaches; heuristic programming , solution strategies.

MBA 849: ADVANCED STRATEGIC MANAGEMENT

Nature of strategic management; the concept of strategy; process and content of strategic management, evolution of strategic management; environmental dependence of organizations and environmental turbulence, strategic management and corporate performance, tools/techniques of strategic management, strategic management in different contexts: small business, public sector and no- for- profit organizations, strategic alliances, mergers, acquisitions and restructuring strategies, current research issues in the field of strategy.

MBA 850: GLOBAL STRATEGIC MANAGEMENT

Nature of global business; the concept of globalization; reasons for globalization; modes of foreign market entry and business operation; cross country differences/complexity of multinational environment; international environmental scanning; strategy options for competing in foreign markets; formulation and implementation of competitive global strategy.

MBA 851: MANAGEMENT OF STRATEGIC CHANGE

Nature of the concept of strategic change, diagnosing the change situation, approaches to managing strategic change, developing and implementing a strategic change programme, issues in strategic change: managing technology, innovation and information, corporate structure and culture, power and political process, management of change across different contexts, resistance to change, strategic leadership.

MBA 852: STRATEGIC SUPPLY CHAIN MANAGEMENT

Analyse the concept of strategy and the process of developing corporate strategy, Manage change processes directed towards achieving corporate strategy, Explain the contribution of strategic supply chain management to corporate strategy, Evaluate concepts underlying strategic supply chain management, Assess the idea of the global supply market as a source of competitive advantage, Distinguish and assess various models of supply chain structures and relationships

,Effectively manage change to support strategy development and implementation and Evaluate the risks associated with various models of supply chain structures and relationships

MBA 854: FINANCE FOR PURCHASERS

Evaluate the appropriate cost and benefit models for a wide variety of scenarios, Evaluate and assess reports that have their origins in finance and accounting and relate them back to the business, Compare the value and relevance of financial information in the context of the decision-making process for evaluation and selection of supplier and service providers, Use the wide variety of finance and accounting terminology, Propose financial management tools and techniques and be able to apply these in relation to the total procurement and supply chain process, Evaluate the elements that make up a complex business case for a capital acquisition, including downstream maintenance, service provisions for the life of the acquisition, and disposal and Appraise and assess the non-financial factors that are interrelated with financial modeling and analysis, and predict their impact.

MBA 853: RISK MANAGEMENT AND SUPPLY CHAIN VULNERABILITY

Nature and scope of risks for the organization, sources of risks and the likely impact of those risks upon the organization ,Planning and implementation of an appropriate risk management process in order to protect the organization's interests, supplier appraisals, pre-qualification of suppliers and contract monitoring, mitigation of risks, Develop systems for testing risks and monitoring them accordingly, Apply risk management principles to various purchasing and supply management scenarios, Apply a range of techniques to mitigate risk proactively and to reduce the consequential losses in the instance of a risk event occurring

MBA 855: PUBLIC SECTOR STAKEHOLDERS AND GOVERNANCE

Investigate relationships with key and critical stakeholders relevant to public procurement, Develop conflict management strategies to resolve differences with stakeholders, Critically evaluate the significance of changing social and political agendas for public procurement, Analyse the effectiveness of governance and oversight arrangements for procurement and Critically evaluate methods and processes of performance evaluation of procurement

MBA 856: SUSTAINABLE PROCUREMENT

Definitions of sustainable procurement in relation to sustainable development, Applications of sustainable procurement to different business sectors within local, national and global markets, Internal and external factors which influence the achievement of successful sustainable procurement across different business sectors, organisations and geographic regions, taking into account both current and emerging global trends, importance of aligning sustainable procurement policy and operations to overall business strategy of the organisation, criteria for sustainable procurement specifications, sourcing and whole life contract management of products and services, supplier audit, assessment and development tools to the supply chain in order to measure and improve sustainable procurement drivers, barriers, conflicts and trade-offs to achieving sustainable procurement within the organisation, Evaluate ways in which procurement personnel could act as catalysts for change in engagement with the internal and external environment to mitigate risk, secure supply and ensure sustainable supply chains

MBA 857: ENTREPRENEURSHIP AND NEW VENTURE CREATION

The course explores the meaning and evolution of the concept of entrepreneurship from theoretical and practical perspectives and then moves quickly to focus on the entrepreneurial process. The focus is on gaining an understanding of how entrepreneurs think and act; providing insights into the processes of seeking and evaluating opportunities; and, strategies employed by entrepreneurs in marshalling resources for the pursuit of opportunities.

Two main outputs are expected from students in the course: (a) an individual term paper or report on an interview with an entrepreneur (or presentations by entrepreneur guest speakers);(b) a team business plan for the creation of a new business venture.

MBA 858: SMALL ENTERPRISE DEVELOPMENT

In this course, the class is introduced to alternative economic systems and the history of enterprise development in Kenya, that is, the extent of emphasis on large versus small and medium firms over the years. The contribution of the small and medium enterprise sector to economic development is explored and a case established for government intervention in the development of the sector. The processes involved in designing, delivering and evaluating small business programs are examined. Issues covered to this stage are applied to assessing the need for and to the design of programs in the areas of training; consultancy services; finance; and globalization, protectionism and export development. The need for intervention on behalf of minority groups is also considered. In addition, the course will examine the unique characteristics of the informal business sector, its relevance to economic development and the extent of government intervention required if any. Students will be required to review and

present the literature on various development programs for SMEs, participate in seminars, gather information on and evaluate existing programs for SMEs in Kenya.

MBA 859: STRATEGIC SMALL BUSINESS MANAGEMENT

Research indicates that a major cause of failure among small businesses is poor management skills of the owner-managers. The majority of businesspersons have the technical skills required to operate their businesses but few have a good understanding of their markets, the positioning of their businesses on the market and how to organize operations and financing for the day to day running of the business in a way that is consistent with their strategic positions on the market. This course covers the daily running of the business in functional areas such as marketing, human resource management, operations, financial planning and management, and information technology management. Activities in these functional areas are linked to the broader strategic posture of the business through topics on strategic management and business planning. The course also covers methods of business acquisitions and management of growth. Students will be required to apply their knowledge of the relevant concepts in a business simulation exercise involving operation of a simulated business.

MBA 860: MARKETING MANAGEMENT FOR SMALL ENTERPRISES

This course explores the theory and practice of marketing in small and medium-sized enterprises. The reasons for a limited approach to marketing in the majority of small enterprises are examined. Following an evaluation of marketing strategies and marketing planning, marketing methods for small enterprises are explored. These include the development of products and services, pricing decisions, promotional mix, and distribution and development of marketing channels. Students are also introduced to consumer behaviour and legal issues in marketing.

MBA 861: GOVERNANCE IN SMALL ENTERPRISE MANAGEMENT

The objective of this course is to introduce students to the basic forms of business organizations (the sole proprietorship/registered business name, the incorporated partnership and the company, notably the limited liability company) as well as to provide an exposition on appropriate methods of running a business organization in order to achieve the twin objectives of profitability and efficiency. In this regard matters to be covered will include board, committee and general meetings; relationships between management and staff; public relations; and the social responsibility of the business organization. The course will require active participation of students who will also be required to produce a term paper on a topic to be selected and approved by the instructor.

MBA 862: ENTREPRENEURSHIP AND FAMILY BUSINESS

This course explores the challenges involved in running a family business, especially in extended family cultural contexts. The family business is examined as an interaction among subsystems (founder-family-business subsystems) and the potentials for conflict as well as mutual reinforcement of goals, values, and principles among the subsystems. Some of the issues discussed include different conceptions of “family business”, family involvement in start-up activities, entry of family members into an existing business; management of the family business, strategic planning for the family business; estate and succession planning; and intergenerational issues in family business. The class will rely heavily on learning at first hand from the experiences of entrepreneurs operating businesses that have family connections.

MBA 863: BUSINESS DEVELOPMENT SERVICES FOR SMALL ENTERPRISES

This course focuses on the search for, the design, and implementation of effective business development services intended to help overcome the complex constraints that inhibit the growth of the small enterprise sector in most developing countries. Some of the critical areas that will receive emphasis are the integration of small enterprises into value chains, the development of small business networks and clusters, and the development of programmes aimed at improving the operational efficiencies of small businesses. The course will require students to interact closely with small business operators to be able to understand their contexts (real and perceived). In addition, students will be expected to read widely on business development services and think creatively in coming up with new ideas for helping small businesses survive and grow in an increasing competitive global market

MBA 864: SMALL BUSINESS FINANCE

Inadequate capitalization is a major problem for a large number of small businesses, particularly for start-up firms that rely primarily on capital from the owner-manager and/or his/her family. Whilst access to finance becomes easier with growth, it is generally held that demand for funds exceeds supply for the small and medium enterprise sector. Referred to as the finance gap this situation arises from factors associated with both demand and supply of funds. Government intervention may be necessary in some situations, but need not be in the form of direct supply of funds to the sector. This course explores the capital structure of start-up and growth firms; sources of finance for small businesses in Kenya; the informal financial sector; problems associated with accessing finance; the finance gap and other theories associated with small business finance and the debate on government intervention. Other topics covered include the private equity market and venture capital; differences in financing between small and large firms; and initial public offering. Students will be expected to review the literature on relevant issues in small business finance, and prepare proposals for presentation to venture capitalists for funding.

MBA 865: ENTREPRENEURIAL AND MANAGERIAL TRAINING FOR SMALL ENTERPRISE

The course examines the distinctions and relationships between entrepreneurial training and managerial training. The literature on small enterprise response to entrepreneurial and managerial training is reviewed, and training models are also examined. In particular, students are taken through the processes of training needs assessment, instructional design, training materials development, instructional design implementation, and evaluation of training. Students have hands-on experience in designing and making presentations with emphasis on experiential

training methodology. Also, transfer of entrepreneurial training and methods of evaluating entrepreneurial and managerial training are covered.

MBA 866: MANAGEMENT INFORMATION SYSTEMS

An overview of MIS; Meaning and definition of MIS, Position of MIS in the organization, Objectives and importance of MIS; Decision Making and Information Systems ; Decision making process , Quality of decisions and decision making, Systems Development; Systems concepts and features, Types of systems, Systems Approach , Systems development Methodology, Information Systems Components ; Personnel component , Hardware component , Software component , Data Component , Systems for Decision Support ; Decision Support Systems(DSS), Expert systems, Executive Support Systems, ; Networking; network's related concepts-Internet, Intranet, E-commerce ,E-banking.

MBA 867: INFORMATION SYSTEMS SECURITY AND ETHICAL ISSUES

System vulnerability; contemporary security challenges and vulnerabilities, malicious software – viruses and spyware; Hackers and cyber vandalism ,Computer crime and Cyber terrorism, Business value of security and control; Legal and regulatory requirements, Electronic Evidence and Computer Forensics; Framework for Security and control; Risk assessment, security policy, Disaster Recovery planning, The role of Auditing(MIS Audit),Technologies and tools for Security-security measures. Ethical and social issues in Information Systems; Ethics in an Information Society, The moral Dimensions of Information Systems.

MBA 868: SYSTEM APPLICATIONS

Enterprise Systems (ERP); How Enterprise Systems work, Business value of enterprise systems, Supply Chain Management Systems; the supply chain, information and supply chain management, supply chain management Applications, supply chain management and the Internet, Business value of supply chain Management Systems; Customer Relationship Management Systems; Meaning of CRM,CRM Software, Operational and Analytical CRM, Business value of Customer Relationship Management Systems; Enterprise Applications; New opportunities and challenges; E-commerce; Digital markets and Digital goods, Categories of Electronic commerce, M-Commerce; M-Commerce services and Applications, M-commerce challenges; Electronic Commerce Payment Systems; Types of Electronic Payment Systems, Digital Payment Systems for M-Commerce, ,Systems for Managing Knowledge; Enterprise-Wide Knowledge Management Systems, Knowledge work Systems(KWS).

MBA 869: DATABASES AND INFORMATION MANAGEMENT

Data organization and management ;Data Concepts, Database Approach to data Management; Organizing data in a Relational Database, establishing Relationships-normalization; Database Management System(DBMS);Operations of a Relational Database, Capabilities of Database Management Systems ,Querying and Reporting, Database Administrator, Role of Databases in Improving Business performance and Decision making; Data warehouses, Data Marts, Business Intelligence, Multidimensional data Analysis, Data Mining, Databases and the Web, Managing Data Resources; Information policy, Data quality Assurance.

MBA 899: PROJECT

Entails an in-depth study of an appropriate topic and completion of a Research Report in the students fields of specialization. The report should demonstrate the ability to master and critically analyze a prescribed area of the study. The choice of the topic and the writing will be conducted under close supervision of a member of staff of the faculty.