

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAM

REGULATIONS AND SYLLABUS FOR
THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION (MBA)

1. Introduction

The Master of Business Administration (MBA) programme of the University of Nairobi seeks to equip participants with skills, techniques and understanding required for successful managerial careers in the public and private sectors of the economy. The UoN MBA programme strength is founded on its long history since 1972, experienced lecturers with a wide variety of backgrounds, and diversity in the student body in terms of backgrounds and nationalities. Participants are drawn from the Eastern African region and beyond. Our proximity to the vibrant Nairobi metropolis and central location gives us an important competitive edge regionally. The course is distinguished by its rigor and variety, offering one of the highest numbers of specialization options in the region. In its most recent revision, we benchmarked against top universities worldwide in North America, Europe, South Africa and the Far East.

Our programme caters to those with prior business training as well as those whose professional backgrounds are in other disciplines. Worldwide, professionals in areas such as engineering and medicine emphasize technical expertise in their undergraduate studies, but in time upward mobility demands knowledge of general management that includes organization structures, marketing, finance, operations, human resources, information systems and other emerging areas. The University of Nairobi MBA course complements technical knowledge with simulated managerial experiences and knowledge to make them effective managers in a dynamic organizational environment. The programme is therefore also a conversion course that aspires to make managers out of practitioners in different professional areas. Teaching goes beyond theoretical concepts to practical knowledge based on case studies and real life experiences; hence, shared experiences by the diverse student body are an integral part of MBA programme. The MBA may therefore act as a terminal degree for those interested in careers in the corporate world, or as a preparatory course for those aspiring to pursue doctorates for careers in research and teaching in business and management.

The UoN MBA therefore aims at training the critical manpower required towards achieving Kenya's Vision 2030 and other development objectives, and to making East Africa a vibrant region ready to face a globalizing world characterized by constant change and new demands. The quality of our graduates remains undisputed and will be zealously guarded through strict quality control and benchmarking with the world's best.

2. Objectives

The objectives of the programme are to:

- a) Equip the student with a knowledge of key generic and specific areas of management;
- b) Enhance self-confidence and the ability of the student to evaluate practical business experience from an academic, practical, and critical perspective;
- c) Develop awareness in the student of the changing local and international business environment;
- d) Provide specialized knowledge of the chosen area; and
- e) Instill a professional and problem-solving attitude in the practice of management

3. Admission Requirements

The common regulations for the masters' degree in the University of Nairobi shall be applicable.

The following shall be admissible:

- a) A holder of at least an upper second class honors degree or equivalent in non- classified degrees.
- b) A holder of lower second class or a pass degree with at least two and three years of work experience after graduation respectively.

4. Credits transfer and exemptions

Applicants who have completed equivalent Masters course units at other Senate recognized universities may, with the approval of the Senate, be allowed to transfer credits of up to one third (six) core course units into their program. Students desiring to receive credit for any prior course units done will need to make a formal request, which includes:

- a) A list of the University of Nairobi (UON) core course units for which the student is requesting credits transfer;
- b) Official transcripts, indicating courses that may be equivalent and;
- c) Description and syllabus/outlines for the courses previously taken and passed. In addition there may be an exemption examination.
- d) All those seeking to transfer credits will be required to pay an appropriate fee.

5. Course Duration and Structure

- 5.1 The programme consists of eighteen (18) taught course units that constitute Part I, while a Research Project constitutes Part II, which is equivalent to six (6) taught course units.
- 5.2 The minimum duration for the programme shall be four (4) semesters, while the maximum duration shall be fifteen (15) semesters, and will involve coursework, examinations and the Research Project.
- 5.3. A candidate shall be allowed to take a maximum of six (6) course units and a minimum of two (2) course units in any given semester.
- 5.4. The programme is offered through a face-to-face mode of delivery; each course unit shall be taught for forty five (45) contact hours.
- 5.5. There will be twelve (12) core course units, which shall be taken by all candidates.
- 5.6. In addition to the core course units, candidates will be required to take four (4) specialization course units in a chosen thematic area, and two (2) elective course units. Specialization course units allow a student to concentrate in their chosen thematic area, while Elective course units provide options for additional knowledge in other areas of interest, not necessarily in their chosen thematic area.
- 5.7. Electives may be chosen from the list of elective course units in any area of study, or from specialization course units from a different thematic area, that would now count as electives.
- 5.8. Course units can only be taken after the prerequisites have been successfully completed.
- 5.9. After completing Part I (all the taught course units – 12 core, 4 specialization elective course units, and 2 elective course units), candidates will carry out research and produce a project paper (Part II). Part II shall commence in the semester immediately succeeding successful completion of Part I. Once the project has started, it must be completed within the semester, or equivalent duration of six course units, with the maximum duration equivalent to the minimum load of two course units per semester. After completing the research project students will be required to make an oral defense of the same.

6. Thematic Areas of Specialization

1. Accounting
2. Finance
3. Human Resource Management
4. Strategic Management
5. International Business Management
6. Marketing
7. Insurance
8. Management Information Systems
9. Operations Management
10. Procurement and Supply Chain Management

7. Courses Offered

7.1 Core Courses (Compulsory for all Students)

Code	Title	Pre-requisite	Hours
DMS501	Business Quantitative Analysis		45
DMS502	Business Research Methods	DMS 501	45
DIS511	Information Systems		45
DOM511	Operations Management Practice		45
DHR501	Human Resource Management	DSM 501	45
DSM501	Management Practice		45
DAC501	Financial Accounting		45
DAC503	Management Accounting	DAC 501	45
DFI501	Financial Management	DAC 501	45
DMA501	Marketing Management		45
DIB501	Managerial Economics		45
DSM601	Strategic Management	DSM 501	45

7.2 Specialization and General Elective Courses

7.2.1 Accounting

(a) Specialization Electives:

Code	Title	Prerequisites	Hours
DAC 505	Principles of Auditing	DAC 501	45
DAC 601	Advanced Financial Accounting	DAC 501	45
DAC 603	Advanced Management Accounting	DAC 503	45
DAC 606	Advanced Accounting Seminar	DAC 601	45

(b) General Electives

Code	Title	Prerequisites	Hours
DAC 502	Public Sector Accounting	DAC 501	45
DAC 504	Taxation	DAC 501	45
DAC 602	International Accounting		45
DAC 604	Advanced Taxation	DAC 504	45
DAC 605	Advanced Auditing	DAC 505	45

7.2.2 Finance

(a) Specialization Electives:

Code	Title	Prerequisites	Hours
DFI 503	Financial Institutions and Markets	DFI 501	45
DFI 505	Financial Economics	DFI 501	45
DFI 601	Corporate Finance	DFI 501	45
DFI 605	Financial Seminar	DFI 601	45

(b) General Electives

Code	Title	Prerequisites	Hours
DFI 502	Capital Budgeting	DFI 501	45
DFI 504	Monetary Management	DFI 501	45
DFI 602	Investment and Portfolio Management	DFI 501	45
DFI 603	Management of Financial Institutions	DFI 501	45
DFI 604	International Financial Management	DFI 501	45

7.2.3 Human Resources Management

(a) Specialization Electives:

Code	Title	Prerequisites	Hours
DHR 502	Procurement of Human Resources	DHR 501	45
DHR 503	Human Resource Development	DHR 501	45
DHR 602	Employment Relations	DHR 501	45
DHR 604	Human Resources Seminar	DHR 501	45

(b) General Electives:

Code	Title	Prerequisites	Hours
DHR 601	Compensation	DHR 501	45
DHR 603	Public Relations	DHR 501	45

7.2.4 Insurance

(a) Specialization Electives:

Code	Title	Prerequisites	Hours
DIN 501	Risks and Insurance	DOM 501	45
DIN 502	Legal Aspects of Insurance	DIN 501	45
DIN 605	Insurance Seminar	DIN 501	45
DIN 503	Personal Insurance	DIN 501	45

(b) General Electives:

Code	Title	Prerequisites	Hours
DIN 504	Individual Life Assurance	DIN 501	45
DIN 601	Group Insurance	DIN 501	45
DIN 602	Pension Schemes	DIN 501	45

7.2.5 International Business Management

(a) Specialization Electives:

Code	Title	Prerequisites	Hours
DIB 601	Managing Across Cultures	DSM 501	45
DIB 504	International Business	DSM 501	45
DSM 602	Global Strategic Management	DSM 601	45
DIB 605	International Business Seminar	DIB 504	45

(b) General Electives:

Code	Title	Prerequisites	Hours
DIB 503	International Business Environment	DIB 504	45
DIB 505	International Economics and Trade	DIB 504	45
DIB 603	Global Marketing Strategy	DIB 504	45
DIB 602	International Financial Markets	DIB 504	45
DIB 604	International Managerial Finance	DIB 504	45

7.2.6 Management Information Systems

(a) Specialization course units

Code	Title	Prerequisites	Hours
DIS 512	Information Systems Analysis and Design	DIS 511	45
DIS 513	Information Systems Management	DIS 511	45
DIS 514	Data Management	DIS 511	45
DIS 605	Management Information Systems Seminar	DIS 511	45
DIS 699	Research Project	Completion of Part I	270

(b) Elective course units

Code	Title	Prerequisites	Hours
DIS 515	Networks and Internet Technologies	DIS 511	45
DIS 516	Applications Software Development	DIS 511	45
DIS 604	Decision Support & Business Intelligence Systems	DIS 511	45
DIS 606	E-Business Strategy	DIS 511	45
DIS 607	ICT for Development	DIS 511	45

7.2.7 Marketing

(a) Specialization Electives:

Code	Title	Prerequisites	Hours
DMA 503	Consumer Behaviour	DMA 501	45
DMA 602	Marketing Communications	DMA 501	45
DMA 604	Marketing Research & Information Systems	DMA 501	45
DMA 606	Marketing Seminar	DMA 501	45

(b) General Electives:

Code	Title	Prerequisites	Hours
DMA 502	Strategic Marketing	DMA 501	45
DMA 504	Sales Management	DMA 501	45
DMA 505	Social Marketing	DMA 501	45
DMA 506	Marketing of Services	DMA 501	45
DMA 507	Distribution Channels Management	DMA 501	45
DMA 601	International Marketing	DMA 501	45
DMA 605	Industrial Marketing	DMA 501	45

7.2.8 Operations Management

(a) Specialization course units

Code	Title	Prerequisites	Hours
DOM 512	Manufacturing and Service Operations Management	DOM 511	45
DOM 513	Operations Research for Business	DMS 501	45
DOM 601	Strategic Quality Management	DOM 511	45
DOM 606	Operations Management Seminar	DOM 511	45
DOM 699	Research Project	Completion of Part I	270

(b) Elective course units

Code	Course	Prerequisite	Hours
DMS 504	Business Statistics	DMS 501	45
DOM 602	Project Management		
DOM 605	Performance Management	DOM 511	45
DOM 608	Business Forecasting	DMS 501	45
DOM 610	Innovations and Technology Management		45
DOM 612	Business Analysis and Consulting	DMS 501, DSM 501	45

7.2.9 Procurement and Supply Chain Management

(a) Specialization course units

Code	Course	Prerequisite	Hours
DPS 501	Procurement and Supply Chain Practice	DOM 511	45
DPS 502	Strategic Inventory Management	DOM 511	45
DPS 504	Logistics and Transportation Management	DOM 511	45
DPS 604	Procurement & Supply Chain Management Seminar	DOM 511	45
DPS 699	Research Project	Completion of Part I	

(b) Elective course units

Code	Course	Prerequisite	Hours
DPS 601	Global Supply Chain Management	DOM 511	45
DOM 610	Innovations and Technology Management		45
DOM 513	Operations Research for Business	DMS 501	45
DMS 504	Business Statistics	DMS 501	45
DPS 610	Negotiation and Dispute Resolution		45

7.2.10 Strategic Management

(a) Specialization Electives:

Code	Title	Prerequisites	Hours
DSM 602	Global Strategic Management	DSM 601	45
DSM 608	Advanced Strategic Management	DSM 601	45
DSM 610	Management of Strategic Change	DSM 601	45
DSM 611	Strategic Management Seminar	DSM 601	45

(b) General Electives:

Code	Title	Prerequisites	Hours
DSM 504	Leadership and Organizational Behaviour	DSM 601	45
DSM 508	Entrepreneurship	DSM 601	45
DSM 603	Tools/Techniques of Strategic Management	DSM 601	45
DSM 606	Management of Small Business	DSM 601	45
DSM 612	Business and Society	DSM 601	45
DSM 506	Organizational Development & Change	DSM 601	45

8. Examination Regulations

8.1 Part I: Taught Courses

- In each semester, candidates will be required to take a minimum of two (2) and a maximum of six (6) examination papers inclusive of resits.
- All candidates shall be required to take and pass eighteen (18) examination papers before being allowed to proceed to do a Research Project.
- Each course shall be examined through a two-hour written examination paper at the end of each semester.
- The final written examination shall account for fifty percent (50%) of the marks in each course, while continuous assessment shall account for the remaining fifty percent (50%).

- e) The passmark for each course shall be fifty percent (50%).
- f) Candidates who fail to satisfy the examiners in any course unit may on the recommendation of the School Board of Examiners and approval by Senate be allowed to take up to two resit examinations.
- g) A pass obtained in the resit examinations shall be recorded as 50% in the candidate's academic record.
- h) A candidate who fails to satisfy the examiners in the second resit examination shall be subject to the following on recommendation of the School Board of Examiners and approval by Senate:-
 - (i) Discontinued if the failed course is a core course, or
 - (ii) Allowed to change to another specialization option if the failed course is a specialization course, or
 - (iii) Allowed to take another elective if the failed course is an elective course.

Conditions (ii) and (iii) shall only apply provided the stipulated maximum period of 15 semesters is not exceeded; otherwise the candidate shall be discontinued.

8.2 Part II: Research Project

- a) Candidates shall be required to submit supervised research project for examination at least three weeks before end of semester in which it is to be examined. Examination for the project includes an oral examination at the proposal and at the final submission stages.
- b) For purposes of examination regulations, the Research Project shall be considered to be equivalent to one semester.
- c) The pass mark for the Research Project shall be fifty percent (50%)
- d) A candidate who fails in the research project may on the recommendation of the Faculty Board or Examiners and approval by Senate, be allowed to re-submit the project for examination up to two times, within the stipulated period of 15 semesters.
- e) A pass obtained in the re-submission of a research project shall be recorded as 50% in the candidate's academic record.
- f) Candidates who fail to satisfy the examiners in the second re-submission of the research project or fails to complete their study within the stipulated period of 15 semesters shall on recommendation of the Faculty Board of Examiners, and approval by Senate, be discontinued. A candidate shall not be allowed to work on a research project for more than two semesters. All re-submissions must be done within the two semesters.

9. Award of Degree

The name of the degree to be awarded shall be Master of Business Administration

10. Maintenance of Student Status

If a student has to interrupt his/her study for a semester, one has to inform the Director Board of Postgraduate Studies in writing, at least two(2)months, prior to the beginning of the semester in which he/she wish to resume studies. One has to maintain student status by paying a non-refundable annual registration fee if they are going to stay for a period of more than a semester.

**UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS**

FEES STRUCTURE FOR MASTERS OF BUSINESS ADMINISTRATION

TUITION FEES	12,000.00	PER UNIT
EXAMINATION FEES	1,000.00	PER UNIT
TOTAL	13,000.00	

OTHER CHARGES

1	MEDICAL	5,000.00	Per Annum
2	LIBRARY	3,000.00	Per Semester
3	ACTIVITY	2,000.00	Per Annum
4	CAUTION	5,000.00	Once (Refundable)
5	COMPUTER	5,000.00	Per Annum
6	REGISTRATION	1,000.00	Per Semester
7	ID	500.00	Per Annum
TOTAL		21,500.00	

NO. OF UNITS	SEM 1	SEM 2,3,5,6,8,9	SEM 4,7
1			29,500.00
2	47,500.00	30,000.00	42,500.00
3	60,500.00	43,000.00	55,500.00
4	73,500.00	56,000.00	68,500.00
5	86,500.00	69,000.00	81,500.00
6	99,500.00	82,000.00	94,500.00
PROJECT FEES			50,000.00

* New or Changed

FOREIGN STUDENTS TO ADD 20%

Application Fees Account (For prospective students only)

Account No: 2032770838
 Account Name: UON CESSP Application Account
 Bank: Barclays
 Branch: Plaza
 Currency: Ksh.3000/= (PhD: Kshs.4,000/=)

Tuition Fees Collection Account

Account No: 2032771362
 Account Name: UON CESSP Collection Account
 Bank: Barclays
 Branch: Plaza

Tuition Fees in Dollars Collection Account

Account No: 2032770625
 Account Name: UON CESSP Dollar Account
 Bank: Barclays
 Branch: Plaza