

# UNIVERSITY OF NAIROBI SCHOOL OF BUSINESS

# 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. Participants will be drawn from the Eastern African region and beyond. The programme caters for participants who have undergone prior business training as well as those whose professional backgrounds are in other disciplines outside business. The programme specifically aims to:

- a) provide a rigorous and critical grounding in key generic areas of management;
- b) enhance self-confidence and the ability to evaluate practical business experience from an academic, practical, and a critical perspective;
- c) develop awareness 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.

# 2. Admission Requirements (Full-time and part-time)

- a) The common regulations for the mastersødegree in the University of Nairobi shall be applicable.
- b) The following shall be admissible:
  - i. A holder of at least an upper second degree or equivalent in non- classified degrees.
  - ii. A holder of lower second class or pass degree with at least two and three years of work experience respectively and/or having relevant professional qualifications.
  - iii. Holders of professional qualifications who will have passed qualifying examinations.

# 3. Course Duration and Structure

a) The programme may be covered in up to fifteen (15) semesters over a period of five (5) years and will involve coursework, examinations and a project.

- b) A candidate shall be allowed to take a maximum of six (6) course units and a minimum of two (2) course units per semester..
- c) There will be eleven (11) core courses which will be taken by all candidates.
- d) In addition to the core course units, candidates will be required to take four (4) specialization course units, and three (3) electives. Electives must be chosen from any area of study.
- e) Course units can only be taken after the necessary prerequisites have been successfully completed.
- f) After completing all the taught course units (11 core, 4 specialization course units, and 3 elective course units), candidates will carry out research and produce a project paper. Once the project has started, it must be completed within the semester.
- g) The taught course units constitute Part I of the programme while the research project constitutes Part II.
- h) Each semester course unit will be taught for a period of forty five (45) contact hours.
- 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 up to nine (9) 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 list of the UON core course units for which the student is interested in getting credit;
  - official transcripts, indicating courses that may be equivalent and;
  - description and syllabus/outlines for the courses previously taken and passed.

In addition, there may be an exemption examination. All those seeking to transfer credits will be required to pay an appropriate fee.

# 4. Courses Offered

# 4.1 Core Courses (Compulsory for all Specializations)

Code	Title	Pre-requisite	Hours
DHR 501	Human Resource Management	DSM 501	45
DSM 501	Management Practice		45
DAC 501	Financial Accounting		45
DAC 503	Management Accounting	DAC 501	45
DFI 501	Financial Management	DAC 501	45
DOM 501	Quantitative Analysis		45
DOM 502	Research Methods		45
DIS 501	Introduction to Information Systems		45
DMA 501	Marketing Management		45
DIB 501	Managerial Economics		45
DSM 601	Strategic Management	DSM 501	45

# 4.2 Specialization and General Electives

# 4.2.1 Accounting (a) Specialization Electiv

(a) Spe	ecialization Elect	ives:		
	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) Gen	eral Electives			
	Code	Title	Prerequisites	Hours
	DAC 502	Public Sector Accounting	DAC 501	45
	DAC 504	Taxation	DAC 501	45
	DAC 602	International Accounting		
	DAC 604	Advanced Taxation	DAC 504	45
	DAC 605	Advanced Auditing	DAC 505	45
4.2.2	Finance			
(a) Spe	ecialization Electi	ives:		
	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) Gen	eral 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

# 4.2.3 Human Resources Management

Code       Title       Prerequisites       Hours         DHR 502       Procurement of Human Resources       DHR 501       45         DHR 602       Employment Relations       DHR 501       45         DHR 604       Human Resource Seminar       DHR 501       45         (b) General Electives:       DHR 601       Compensation       DHR 501       45         Code       Title       Prerequisites       Hours         DHR 603       Public Relations       DHR 501       45         A14       Gode       Title       Prerequisites       Hours         DHR 603       Public Relations       DHR 501       45         A14       Insurance       DHR 501       45         (a) Specialization Electives:       Code       Title       Prerequisites       Hours         DIN 501       Risks and Insurance       DIN 501       45       501       45         DIN 502       Legal Aspects of Insurance       DIN 501       45       501       45         DIN 503       Personal Insurance       DIN 501       45       501       45         DIN 504       Individual Life Assurance       DIN 501       45       501       45         DIN 602       Pens	(a) S	Specialization .	Electives:		
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:     Prerequisites     Hours       DHR 603     Public Compensation     DHR 501     45       JHR 603     Public Relations     DHR 501     45       4.2.4 Insurance     (a) Specialization Electives:     Prerequisites     Hours       Code     Title     Prerequisites     Hours       DIN 501     Risks and Insurance     DOM 501     45       DIN 502     Legal Aspects of Insurance     DIN 501     45       DIN 503     Personal Insurance     DIN 501     45       DIN 504     Individual Life Assurance     DIN 501     45       DIN 504     Individual Life Assurance     DIN 501     45       DIN 601     Group Insurance     DIN 501     45       DIN 602     Pension Schemes     DIN 501     45       JIN 601     Group Insurance     DIN 501     45       DIN 602     Roins Schumes     DSM 601     45       DIN 601     Group Insurance     DIN 501     45       DIN 602     Roins Schumes     DSM 501     45       DIS 60				Prerequisites	Hours
DHR 602     Employment Relations     DHR 501     45       DHR 604     Human Resources Seminar     DHR 501     45       (b) General Electives:     Prerequisites     Hours       DHR 601     Compensation     DHR 501     45       DHR 603     Public Relations     DHR 501     45       4.2.4 Insurance     (a) Specialization Electives:     Prerequisites     Hours       Code     Title     Prerequisites     Hours       DIN 501     Risks and Insurance     DOM 501     45       DIN 502     Legal Aspects of Insurance     DIN 501     45       DIN 505     Insurance Seminar     DIN 501     45       DIN 505     Insurance Seminar     DIN 501     45       OHR 602     Personal Insurance     DIN 501     45       (b) General Electives:     Code     Title     Prerequisites     Hours       DIN 504     Individual Life Assurance     DIN 501     45       DIN 602     Pension Schemes     DIN 501     45       JN 602     Pension Schemes     DIN 501     45       DIN 602     Pension Schemes     DSM 501     45       DIS 604     Managing Across Cultures     DSM 501     45       DIB 605     International Business     DSM 501     45		DHR 502	Procurement of Human Resources	DHR 501	45
DHR 602     Employment Relations     DHR 501     45       DHR 604     Human Resources Seminar     DHR 501     45       (b) General Electives:     Prerequisites     Hours       DHR 601     Compensation     DHR 501     45       DHR 603     Public Relations     DHR 501     45       4.2.4 Insurance     (a) Specialization Electives:     Prerequisites     Hours       Code     Title     Prerequisites     Hours       DIN 501     Risks and Insurance     DOM 501     45       DIN 502     Legal Aspects of Insurance     DIN 501     45       DIN 505     Insurance Seminar     DIN 501     45       DIN 505     Insurance Seminar     DIN 501     45       OHR 602     Personal Insurance     DIN 501     45       (b) General Electives:     Code     Title     Prerequisites     Hours       DIN 504     Individual Life Assurance     DIN 501     45       DIN 602     Pension Schemes     DIN 501     45       JN 602     Pension Schemes     DIN 501     45       DIN 602     Pension Schemes     DSM 501     45       DIS 604     Managing Across Cultures     DSM 501     45       DIB 605     International Business     DSM 501     45		DHR 503	Human Resource Development	DHR 501	45
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<ul> <li>(b) General Electives:         <ul> <li>Code Title Assurance DIN 501</li> <li>DIN 501</li> <li>Group Insurance DIN 501</li> <li>DIN 601</li> <li>Group Insurance DIN 501</li> <li>DIN 602</li> <li>Pension Schemes</li> </ul> </li> <li>42.4 International Business Management         <ul> <li>(a) Specialization Electives:</li> <li>Code Title Prerequisites Hours</li> <li>DIB 601</li> <li>Managing Across Cultures DSM 501</li> <li>DIB 604</li> <li>International Business Seminar</li> <li>DIB 504</li> <li>International Business Environment</li> <li>DIB 503</li> <li>International Economics and Trade</li> <li>DIB 504</li> <li>A5</li> <li>DIB 603</li> <li>Global Marketing Strategy</li> <li>DIB 504</li> <li>DIB 604</li> <li>International Financial Markets</li> <li>DIB 504</li> <li>DIB 604</li> <li>International Managerial Finance</li> <li>DIB 504</li> <li>DIB 504</li></ul></li></ul>		DIN 605	Insurance Seminar	DIN 501	45
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<ul> <li>4.2.4 International Business Management         <ul> <li>(a) Specialization Electives:</li> <li>Code Title Prerequisites Hours</li> <li>DIB 601 Managing Across Cultures DSM 501 45</li> <li>DIB 504 International Business DSM 501 45</li> <li>DSM 602 Global Strategic Management DSM 601 45</li> <li>DIB 605 International Business Seminar DIB 504 45</li> <li>(b) General Electives:</li> <li>Code Title Prerequisites Hours</li> <li>DIB 503 International Business Environment DIB 504 45</li> <li>DIB 503 International Economics and Trade DIB 504 45</li> <li>DIB 603 Global Marketing Strategy DIB 504 45</li> <li>DIB 604 International Financial Markets DIB 504 45</li> <li>DIB 604 International Managerial Finance DIB 504 45</li> </ul> </li> <li>Atom Electives:         <ul> <li>(a) Specialization Electives:</li> <li>Code Title Prerequisites DIB 504 45</li> <li>DIB 603 Global Marketing Strategy DIB 504 45</li> <li>DIB 604 International Financial Markets DIB 504 45</li> <li>DIB 604 International Managerial Finance DIB 504 45</li> </ul> </li> <li>Atom Electives:         <ul> <li>Code Title Prerequisites Hours DIB 504 45</li> <li>DIB 504 45</li> <li>DIB 604 Internation Systems</li> <li>DIS 501 45</li> <li>DIS 502 Information Systems Analysis and Design DIS 501 45</li> <li>DIS 503 Information Systems Management DIS 501 45</li> <li>DIS 601 Management Information Systems Management DIS 501 45</li> <li>DIS 601 Management Information Systems Management DIS 501 45</li> </ul> </li></ul>		DIN 601	Group Insurance	DIN 501	45
<ul> <li>(a) Specialization Electives:</li> <li>Code Title Prerequisites Hours</li> <li>DIB 601 Managing Across Cultures DSM 501 45</li> <li>DIB 504 International Business DSM 501 45</li> <li>DSM 602 Global Strategic Management DSM 601 45</li> <li>DIB 605 International Business Seminar DIB 504 45</li> <li>(b) General Electives:</li> <li>Code Title Prerequisites Hours</li> <li>DIB 503 International Business Environment DIB 504 45</li> <li>DIB 505 International Economics and Trade DIB 504 45</li> <li>DIB 603 Global Marketing Strategy DIB 504 45</li> <li>DIB 602 International Financial Markets DIB 504 45</li> <li>DIB 604 International Managerial Finance DIB 504 45</li> <li>Atsocialization Electives:</li> <li>(a) Specialization Electives:</li> <li>Code Title Prerequisites Hours</li> <li>DIS 502 Information Systems Analysis and Design DIS 501 45</li> <li>DIS 503 Information Systems Management DIS 501 45</li> <li>DIS 601 Management Information Systems</li> </ul>		DIN 602	Pension Schemes	DIN 501	45
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DIB 603Global Marketing StrategyDIB 50445DIB 602International Financial MarketsDIB 50445DIB 604International Managerial FinanceDIB 50445 <b>4.2.5 Management Information Systems</b> (a) Specialization Electives: <b>Prerequisites Hours</b> DIS 502Information Systems Analysis and DesignDIS 50145DIS 503Information Systems ManagementDIS 50145DIS 601Management Information SystemsDIS 50145		DIB 503	International Business Environment		45
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DIS 605 Management Information Systems Seminar DIS 602 45		DIS 601	Management Information Systems	DIS 501	
		DIS 605	Management Information Systems Seminar	DIS 602	45

## (b) General Electives:

Code	Title	Prerequisites	Hours
DIS 504	Database Systems	DIS 501	45
DIS 602	Decision Support and Expert Systems	DIS 501	45
DIS 603	Distributed Systems	DIS 501	45

## 4.2.6 Marketing

(a) Specialization El	ectives:		
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

## 4.2.7 Operations Management

## (a) Specialization Electives:

Code	Title	Prerequisites	Hours
DOM 503	Operations Research	DOM 501	45
DOM 506	Production & Operations Management	DOM 501	45
DOM 606	Operations Management Seminar	DOM 501	45
DOM 602	Project Management	DOM 501	45

### (b) General Electives:

Code	Title	Prerequisites	Hours
DOM 505	Multivariate Statistics	DOM 501	45
DOM 601	Simulation and Heuristics	DOM 503	45
DOM 602	Project Management	DOM 502	45
DOM 604	Total Quality Management		45
DOM 504	Forecasting	DOM 501	45

### 4.2.8 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

## 5. Examination Regulations

#### 5.1 Part I: Taught Courses

- a) 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.
- b) All candidates shall be required to take and pass a total of eighteen (18) examination papers before being allowed to proceed to do a Research Project.
- c) Each course shall be examined through a two-hour written examination paper at the end of each semester.
- d) 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 Faculty 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 candidateøs 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 Faculty 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.

#### 5.2 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.
- b) For purposes of examination regulations, the Research Project shall be considered to be equivalent to six (6) courses.
- c) The passmark 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 candidateøs 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.

# 6. Award of Degree

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

# 7. 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.