



**JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY  
SCHOOL OF HUMAN RESOURCE DEVELOPMENT (SHRD)  
DEPARTMENT OF COMMERCE AND ECONOMIC STUDIES (CES)**

**MASTER OF BUSINESS ADMINISTRATION (MBA)  
SYLLABUS**

**1. INTRODUCTION**

The Master of Business Administration (MBA) programme of the Jomo Kenyatta University of Agriculture and Technology (JKUAT) seeks to equip participants with skills, techniques and understanding required for successful managerial careers in the public and private sectors of the economy. The programme caters for 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 undergraduate studies, but in time, upward mobility demands knowledge of general management that includes organization behaviour, marketing, finance, strategic management, operations research, human resources, information systems and other emerging areas.

The course complements technical knowledge with simulated managerial experiences and knowledge to make participants effective managers in a dynamic organizational environment. The programme also aims at training the critical manpower required towards achieving Kenya's Vision 2030 and other development objectives.

**2. VISION**

The Master of Business Administration program is designed to promote the JKUAT vision which is to be "A University of global excellence in Training, Research and innovation for development".

**3. MISSION**

The department of Commerce and Economic Studies will focus on the production of leaders in training, research and innovation in the fields of Social Sciences, Information Technology and Development to support the JKUAT mission and to suit the needs of a dynamic world.

**4. PHILOSOPHY**

The program is anchored on the philosophy of producing leaders in training, research and innovation in the fields of Social Sciences, Information Technology and Development at degree level.

## **5. CORE VALUES**

The core values, which shall be upheld and embraced by the program, include quality training, teamwork, professionalism, innovation, dynamism, accountability and integrity.

## **6. TARGET GROUPS**

- 6.1. Holders of Bachelor's degrees in any discipline with a Higher Diploma in Business Administration, or Diploma in Business Management or related field.
- 6.2. Practitioners in Business services who hold university degrees in any fields and wish to receive formal training and a professional qualification in business administration or business management.
- 6.3. University graduates from any discipline who wish to start a career in business or others who are currently working in other occupations and wish to switch to Extension
- 6.4. Managers and professionals who hold university degrees and are in business or business oriented organizations - whether in public or private sector, and wish to acquire understanding and skills in managing businesses.
- 6.5. People who own or aspire to own business - whether small medium or large businesses.

## **7. GOALS AND OBJECTIVES OF THE PROGRAMME**

The broad goals of this program are to:

- 7.1 Equip the student with a knowledge of key generic and specific areas of management;
- 7.2 Enhance self-confidence and the ability of the student to evaluate practical business experience from an academic, practical, and critical perspective;
- 7.3 Develop awareness in the student of the changing local and international business environment;
- 7.4 Instill a professional and problem-solving attitude in the practice of management;
- 7.5 Provide a learner-centered learning community that is grounded in practice-based theories.

## **8. GENERAL REGULATIONS**

- 8.1 The University regulations shall apply.
- 8.2 No candidate shall be registered for the MBA Degree without satisfying the minimum University requirements.

## **9. ENTRY REQUIREMENTS**

A candidate must satisfy any of the following minimum requirements:

Either

- 9.1. Be a holder of a bachelor's degree with at least Upper Second Class honours in any discipline or its equivalent from an institution recognized by the University Senate.
- Or
- 9.2. Be a holder of a Bachelors degree with Lower Second Class honours in any discipline provided the candidate can show proven evidence of research ability or three (3) years relevant experience in a relevant field.
- Or
- 9.3. Be a holder of a bachelor's degree at pass level in any discipline from a recognized University with five (5) years post qualification experience. If less than five (5) years, the holder must have a Diploma with Credit in a relevant field from Kenya National Examinations Council and any other institution recognized by the University Senate.
- Or
- 9.4. A holder of a Higher National Diploma with Credit pass with two (2) years experience in a relevant field may be admitted into the Master's degree programme provided that such candidates pass the required units.

## **10. PROGRAM DURATION AND STRUCTURE**

- 10.1. The Masters degree program shall be offered in two academic years. The first academic year will comprise twelve (12) required course units plus Industrial Attachment while the second academic year will comprise six (6) required course units and research project/thesis course units. A candidate will be deemed to have passed an academic year after successful completion of all the units offered in that year. In order to proceed to the second academic year, a candidate must have passed all the units offered in the first academic year including Industrial Attachment. At the end of Year I, a student who will have completed and passed all the units can exit with a postgraduate diploma, provided they undertake and pass Industrial attachment for eight (8) weeks and research project.
- 10.2. Courses shall be offered in terms of units. One unit being defined as a series of 42 one-hour lectures. For this purpose a one-hour lecture is equivalent to a two-hour tutorial or a three-hour practical period, or an equivalent amount of other assigned study or practical experience or any combination of these that may be approved by the School for Human Resource Development.
- 10.3. The programme will run for four (4) semesters. The period of the Industrial Attachment will be part of the programme duration which is eight (8) weeks.
- 10.4. To qualify for the award of the degree, a candidate must pass all the twenty-three (23) course units offered including Industrial Attachment.

- 10.5. A candidate wishing to temporarily suspend his/her studies must apply for academic leave. The academic leave becomes official only after endorsement by the University Senate. The academic leave cannot extend beyond two (2) continuous semesters and the leave duration will be part of the programme duration. A candidate on leave must renew his/her registration at the beginning of every semester.
- 10.6. Unless exempted, a student shall be required to take all the course units offered in both stages.
- 10.7. Each registered candidate shall undertake an Industrial Attachment at the end of the first academic year. The Industrial Attachment will take a duration of eight (8) weeks. The attachment is equivalent to ONE unit and is subject to the general regulations for practical training and industrial attachment at the Institute for Human Resources Development and the approved centre.

## **11. REGISTRATION**

- 11.1. Candidates shall be required to register within the first four weeks of the semester
- 11.2. No registration of candidates shall be allowed after the fourth week of the semester unless approved by the university.

## **12. ORDINARY EXAMINATIONS**

- 12.1. The examinations shall be moderated and approved by the University.
- 12.2. Examinations shall be conducted either at the University or at an Approved Centre and in both cases shall be supervised by the University.
- 12.3. All units shall be examined during the semester in which they are taken. Such examinations shall be named Ordinary University Examinations.
- 12.4. Examinations shall consist of Continuous Assessments and Ordinary University Examinations.
- 12.5. Continuous Assessments shall normally comprise written tests and assignments. Continuous assessments shall contribute 40% of the total marks and written Ordinary University Examinations shall contribute 60% of the total marks. Where a unit consists solely of practical work, it shall be assessed out of 100% by Continuous Assessment.
- 12.6. A candidate who has not completed two thirds of the Continuous Assessments for any unit shall have his/her Ordinary University Examination results nullified and shall be deemed to have failed in the unit with a total mark of zero.

12.7. The Ordinary University Examinations shall consist of written tests covering each unit completed. The time allowed shall be 3 hours per unit.

12.8. Each unit shall be graded out of 100 marks and the pass mark shall be 50%.

The marks shall be translated into grades as follows:

70% and above	A
60% and below 70%	B
50% and below 60%	C
Below 50%	D (Fail)

12.9. Subject to the provisions of 11.0, a candidate who absentees himself/herself from an Ordinary University Examination for any unit shall be deemed to have failed in the unit with a total mark of zero.

12.10. Industrial Attachment shall be assessed and graded on a PASS and FAIL basis. A candidate who fails to satisfy the requirements of the Board of SHRD Examiners shall be required to repeat the industrial attachment. A candidate is allowed to repeat industrial attachment only once.

12.11. Examiners shall be required to repeat the attachment. A candidate is allowed to repeat attachment only once.

### **13 PROGRESSION**

13.1.1 Unless exempted, a candidate must pass all the course units offered in the first academic year in order to register for course units offered in the second academic year.

### **14. SUPPLEMENTARY EXAMINATIONS**

14.1. A candidate who fails up to a maximum of two units in any academic year shall be allowed to sit supplementary exams.

14.2. Supplementary examinations shall be offered at the end of the academic year after Ordinary University Examinations have been processed by the Senate.

14.3. The maximum marks in supplementary examinations shall be 50% and shall not include continuous assessment marks.

### **15. SPECIAL EXAMINATION**

15.1. If for some good cause a candidate is unable to sit for one or more course unit examination(s), he/she may, on the recommendation of the Institute for Human Resources Development, and with the approval of the University Senate, be

permitted to take special examinations. Special examinations shall normally be marked out of 100% including continuous assessment.

#### **16. DISCONTINUATION**

- 16.1. A candidate who fails three (3) or more units any academic year shall be discontinued from the program.
- 16.2. A candidate who fails in any supplementary examination shall be discontinued

#### **17. APPEAL FOR RE-ASSESSMENT**

- 17.1. A candidate who is not satisfied with the grade, which he/she has been awarded in any unit, may appeal to the Registrar (Academic) for a re-marking of the written examination paper in that unit on payment of the appropriate fee, which the University Senate shall determine from time to time.
- 17.2. The grade and mark recommended by the examiner(s) after remarking shall be the final grade and mark awarded to the candidate for the unit.
- 17.3. No appeal for re-marking of any unit shall be entertained in cases where the appeal has been submitted later than one month after the candidate has been notified of the result.

#### **18. DEREGISTRATION**

- 18.1. A candidate who qualifies to register for any semester but fails to register by the end of the fourth week of the semester shall be assumed to have deserted the degree course and shall be deregistered forthwith.
- 18.2. A candidate who without valid cause fails to avail oneself for one or more supplementary examinations shall be deregistered forthwith.

#### **19. EXAMINATION IRREGULARITIES**

A candidate who is found guilty of any irregularities during any continuous assessment or University examination shall be subjected to the appropriate penalties as detailed in the University Examination Regulations.

#### **20. AWARD OF DEGREE**

Except where exempted, to be considered for the award of the Degree a candidate must have taken and passed in the required course units, research project/thesis and the Industrial Attachment.

#### **21. OTHER REGULATIONS**

Notwithstanding any of the regulations above, registration of a candidate in the Institute for Human Resources Development and the release of examination results and the awarding of the degree shall be subject to the candidate fulfilling all the University Regulations.

## **22. SUPERVISION OF PROJECT**

- 22.1. A candidate registered in accordance with the above regulations shall be required to pursue the programme of study under instruction and supervision by academic staff appointed in that capacity by the Senate on the recommendation of SHRD.
- 22.2. Each candidate shall be required to submit a research proposal to the School for Human Resource Development for discussion and approval by the Institute Board of Examiners. The candidate can only commence fieldwork after the approval of the proposal.
- 22.3. Candidates shall be required to consult with their supervisors at least once a week and to submit a written progress report on a monthly basis to the Director of SHRD through the supervisor(s) with a copy to the Board of Postgraduate Studies.
- 22.4. It shall be the responsibility of the supervisor(s) to direct and supervise the work of the student in so far as it relates to his/her programme of study. In particular, a supervisor shall be required to:-
  - 22.4.1. Maintain constant and effective contact with candidates assigned to him/her.
  - 22.4.2. Submit an academic report on the progress of each candidate at the end of each month.
  - 22.4.3. Certify at the end of each month that the candidate has received supervision.
  - 22.4.4. Inform the Director of SHRD if the candidate is unlikely to attain the required standard for the award of a master's degree.
- 22.5. It shall be the duty of the candidate to complete their research projects on time.
  - 22.5.1. All research project reports should be submitted on the last day of the second semester of the second year.
  - 22.5.2. A candidate who fails to submit a research project within the stipulated time shall be deemed to have failed.
  - 22.5.3. For every research project submitted for examination, four (4) copies (2 in hard-binding and 2 in spiral-binding) will be required, and must include declaration by the candidate confirming that the research project has not been submitted for a degree in any other institution, and that the contents of the research project are the original work of the candidate. The rubric shall read "The Research Project Report is my own original work and has not been submitted to any other university for award of a degree". Every research project shall bear the signatures of the supervisor(s) and candidate. The rubric

shall read “This Research Project Report has been submitted for examination with my approval as University supervisor(s).”

- 22.5.4. An internal examiner will first mark the research project before being forwarded to an external examiner for External examination.
- 22.6. A candidate who fails the research project report may be allowed a maximum of three months to revise and re-submit the research project report.
- 22.7. Resubmitted research project report is equivalent to a supplementary. A research project report accepted by the university and subsequently published in part or in whole and in whatever form, shall bear the inscription, “... work forming part of the requirements for the Master’s degree of the Jomo Kenyatta University of Agriculture and Technology”.

### **23. EVALUATION OF TEACHING**

- 23.1 The common JKUAT regulations shall apply.
- 23.2 Student attendance for lectures and practicals must be recorded at every contact throughout the semester.
- 23.3 The Quality Assurance form specifying the teaching outline on a weekly basis must be filled at every contact throughout the semester.
- 23.4 Practical must run parallel to lectures throughout the semester in every practical-Oriented unit.
- 24.5 Students will appraise lecturers at the end of every semester using forms prepared by the Directorate of Academic Quality Assurance (DAQA). An analysis of such evaluation will then be relayed back to the Department for implementation