Theme

"Business Ethics and Corporate Social Responsibility: The Way Forward for Emerging Economies"

Venue
University of Nairobi, School of Business, Lower Kabete Campus, Nairobi, Kenya:

July 10-11, 2014

E-mail: admin@aibuma.org/editor@aibuma.org | Website: www.aibuma.org
Table of Contents

AIBUMA ORGANIZING COMMITTEE .......................................................... 3

Dean’s Welcome Message ........................................................................... 4

Dr Mary Kinoti ................................................................................................ 5

AIBUMA Chair Welcome Message ............................................................ 5

DAY 1, THURSDAY JULY 10, 2014 .......................................................... 7

DAY 2, FRIDAY July 11, 2014 .................................................................... 10

CLOSING CEREMONY .............................................................................. 13

AIBUMA 2014 CONFERENCE PAPERS ABSTRACTS ................................ 14

5TH AIBUMA CONFERENCE KEY NOTE SPEAKERS ............................... 32

AIBUMA 2015 ANNUAL CONFERENCE .................................................... 37

THE SCHOOL OF BUSINESS PROFILE AND PROGRAMMES .................... 38

Academic Programmes ............................................................................... 39

Minimum Admission requirements ........................................................... 41
AIBUMA WEBSITE AND CONTACTS

Website:
http://aibumaorg.uonbi.ac.ke/

Contacts:
admin@aibumaorg.uonbi.ac.ke
review@aibumaorg.uonbi.ac.ke
editor@aibumaorg.uonbi.ac.ke
The 5th African International Business and Management (AIBUMA 2014) annual Conference, University of Nairobi, School of Business, Lower Kabete Campus

AIBUMA ORGANIZING COMMITTEE

Dean, School of Business: Dr. Josiah Aduda
Conference Chair: Dr. Mary Kinoti, Department of Business Administration
Organizing Secretary: Dr. Peterson Magutu, Department of Management Science
Editor-in-Chief: Dr. Josiah Aduda, Dean - School of Business
Conference Administrator: Mr. Philip Mukola

Members

Prof. Evans Aosa: Associate Dean - GBS, School of Business
C.N Kariuki: Associate Dean - UGS, School of Business
Dr. James Njihia: Chairman, Department of Management Science
Dr. Justus Munyoki: Chairman, Department of Business Administration
Herick Ondigo: Chairman, Finance & Accounting
Salome Kinyua: Member
Margaret Kariuki: Member
Patrick Kiragu: Member
Francis Kivindu: Member,
Patrick Nthenge: Member

graduates) at Main Campus, Gandhi Wing Room G3 upon payment of a non-refundable fee of KShs 3000. The application fee may be paid by Direct Deposit Into The UNES/UON Account, Barclays Bank, Westland’s Branch, A/C No. 03-073-1023948. Cash and Postal Orders will not be Accepted.

Applicants may be down loaded from the University of Nairobi Website: www.uonbi.ac.ke (“admissions”). The completed forms and copies of certificates and application fees deposit slips must be returned on or before 31st July 2014 as follows:

1. Nairobi - Under Graduate Programmes
   The Academic Registrar (Admissions)
   University of Nairobi
   P.O Box 30197- 0010, Nairobi.
2. Nairobi Campus - Post Graduate Programmes
   15th Floor, Ambank House, University Way, Nairobi.
3. Mombasa Campus - All Programmes
   Uni- Plaza Building, Mombasa.
4. Kisumu Campus - All Programmes
   Mega City Building, Kisumu.
Dean’s Welcome Message

I am indeed delighted to welcome our distinguished guests, key note speakers and honourable delegates attending the 5th AIBUMA 2014 annual conference at the School of Business. The University of Nairobi, School of Business is located in a quiet attractive suburb, twelve kilometers away from the city centre and was established in its present form in 1964. It produced its first batch of graduates in the Bachelor of Commerce degree in 1967.

Currently the School’s total student population is slightly over thirteen thousand (13,000) spread across three campuses, namely Nairobi, Mombasa and Kisumu. The school offers seven programmes namely, Bachelor of Commerce (B. Com); Master of Business Administration (MBA); Master of Science in Finance (MSc. Finance); Master of Science in Marketing (MSc. Marketing); Master of Science in Entrepreneurship and Innovations Management; Master of Science in Human Resource Management (MSc. HR); and Doctor of Philosophy in Business Administration (PhD)

The broad aim of the AIBUMA 2014 annual conference is to provide an international platform for academia, business executives, government officials and the general public from all over the world to exchange ideas on how to apply global best practices in business and management in emerging economies. This is an annual event that began in 2010 and seeks to showcase academic research as well as provide a forum for business leaders and practitioners to share their experiences with a view of bridging the gap between the industry and academia.

The AIBUMA 2 014 is organized into two tracks: the Keynote speeches, from senior corporate leaders and executives; and, the academic conference in which research papers are presented with an aim of expanding the frontiers of knowledge in global business and management theories and practice

I wish you fruitful deliberations during the two days here at the University of Nairobi, School of Business Lower Kabete Campus

Welcome All!
AIBUMA Chair Welcome Message

Distinguished guest, conference delegates, colleagues, Ladies and gentlemen,
Good morning. It gives me great pleasure to welcome you all to the fifth Africa International Business and Management (AIBUMA2014) annual conference. As the chair of AIBUMA, I hope each one of you will find this conference thought provoking and fascinating as we share knowledge and ideas from academia and business leaders and government officials. Feel welcome to this important event in the School of Business University of Nairobi academic calendar.

This 5th AIBUMA annual Conference will provide a forum for interdisciplinary interactions among academia, researchers, policy makers, government and business leaders to exchange ideas with a view to finding suitable solutions to some of the challenges facing the society, private and public organizations. The conference is organized into two tracks: the Business conference, which brings CEOs and senior corporate leaders to share business and management experiences through keynote speech presentations and, the academic conference in which academician, graduate and undergraduates students present both conceptual and empirical research papers.

The theme of this year's conference is "Business Ethics and Corporate Social Responsibility: The Way Forward for Emerging Economies". The theme was selected on the understanding that sustainable development of the emerging economies will depend on how prepared they are in tackling the contemporary issues of business ethics and corporate social responsibility among others.

In the next two days we will have an opportunity to listen to 12 renowned and respected CEOs and management thinkers in the region. They will share their experiences and thoughts along the conference theme. We will also listen to researchers presenting academic research papers from a cross spectrum of business areas.

2. MASTER OF SCIENCE PROGRAMMES (MSc)

A) MASTER OF SCIENCE (MSc) IN FINANCE
Commencement Date: 8th September 2014
Venue: Nairobi, Kisumu And Mombasa Campuses
Course Specializations:
- Finance and Accounting
- Finance and Investments
- Finance and Banking
- Finance and Insurance
Minimum Admission Requirements
i. Holders of at least Upper Second Honours degree in Finance, Accounting, Banking, Insurance, Economics, Mathematics, Statistics and Engineering.
ii. Holders of Lower Second Honours degree in Finance, Accounting, Banking, Insurance, Economics, Mathematics, Statistics and Engineering with at least two years’ work experience.
iii. Holders of qualifications deemed to be equivalent to any of the above.

Contact:
Chairman, Department of Finance and Accounting OR Coordinator
Email: dept-acc@uonbi.ac.ke
Tel: 0729 812530
MSc finance Nairobi Campus
15th floor, Ambank House
Tel; 0711 642416/020- 2059162

Coordinator, Kisumu Campus
P.O Box 40100, Kisumu
Tel; 0720-348080

Coordinator, Mombasa Campus
P.O Box 99469, Mombasa
Tel; 020-2059161

B) MASTER OF SCIENCE (MSc) IN HUMAN RESOURCE MANAGEMENT
Commencement Date: 8th September 2014
Venue: Nairobi Campus Only
Minimum Admission requirements
i. Holders of at least an Upper second class honours degree in human resource management or equivalent in non-classified degrees.
ii. Holders of at least Lower second class honours degree in human resource management or equivalent in non-classified degrees with at least two (2) years of post qualification work experience.
iii. Holders of any other qualifications accepted by Senate to be equivalent to any of the above.

C) MASTER OF SCIENCE (MSc) IN ENTREPRENEURSHIP and INNOVATION MANAGEMENT
Commencement Date: 8th September 2014
Venue: Nairobi Campus Only
The 5th African International Business and Management (AIBUMA 2014) annual Conference, University of Nairobi, School of Business, Lower Kabete Campus

I wish to acknowledge our distinguished guests and key note speakers for accepting and finding time to share their experiences during the two days. I also acknowledge the support received from the University of Nairobi Vice chancellor and the management in the preparation of this conference, College of Humanities and Social Sciences, School of Business, and our partners and exhibitors who includes: Standard media group, Kasneb,UNES, University of Nairobi alumni association, and UNES bookstore. Special thanks goes to -Kenya Television Network (KTN) who have partnered with the school in publicising the conference and who will be airing the proceedings of this conference live on TV during the two days of the conference. It is also my pleasure to recognize dean School of business and all members of AIBUMA organizing committee for working beyond their call of duty to make this conference a reality. If there is anything we can do to make your experience more enjoyable during the conference please let us know.

Ladies and gentlemen, welcome to the fifth AIBUMA 2014 annual conference. It is my hope and trust that the key note presentations, academic research papers and discussions resulting from the presentations will trigger new thinking, ideas and solutions suitable for emerging economies.

Welcome!!!

Dr. Mary Kinoti
Chair AIBUMA 2014 Annual Conference

2) POST GRADUATE PROGRAMMES

A. MASTER OF BUSINESS ADMINISTRATION (MBA)

Commencement Date: 8th September 2014

Venues: Nairobi, Kisumu And Mombasa Campuses

Course Specializations:
- Accounting
- Finance
- Human Resource Management
- Operations Management
- International Business Management
- Strategic Management
- Procurement and Supply Chain Management
- Marketing
- Insurance
- Information Systems
- Management

Minimum Admission Requirements
i. Holders of at least Upper Second Honours degree.
ii. Holders of Lower Second Honours degree with at least two years of work experience after graduation.
iii. Holders of qualifications deemed to be equivalent to any of the above.

Mode of Study:
Day Programme: 8.00 A.M. - 4.00 P.M. Weekdays
8.00 A.M. - 5.00 P.M. Saturdays

Evening Programme: 5.30 A.M. - 8.30 P.M. Weekdays

For more details contact:
Dean, School of Business
P.O Box 30197 – 00100
Nairobi
Tel: 020-2585844/6 020-2059163 Ext.306/310
Mobile: 0724200311
Email: dean-business@uonbi.ac.ke

Coordinator,
MBA Nairobi Campus
15th Floor, Ambank House,
Tel: 0711 642416/020-2059162

Coordinator,
Kisumu Campus
P.O Box 40100, Kisumu
Tel: 0720-348080

Coordinator,
Mombasa Campus
P.O Box 99469, Mombasa
Tel: 020-2059161

The 5th African International Business and Management (AIBUMA 2014) annual Conference, University of Nairobi, School of Business, Lower Kabete Campus
# CONFERENCE PROGRAM

## DAY 1, THURSDAY JULY 10, 2014

### PLENARY: OFFICIAL OPENING - SESSION I

**Venue:** Lecture Theatre

**MC:** Dr. Magutu P.O / Herick Ondigo  
**Rapporteur:** Mr. Ronald Chogii

<table>
<thead>
<tr>
<th>TIME</th>
<th>SESSION I: Opening Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.30 - 8.30AM</td>
<td>Registration - Organizing Committee</td>
</tr>
</tbody>
</table>
| 8.30 - 9.15AM | Chair AIBUMA  
Principal, CHSS- University of Nairobi  
DVC(SA)  
DVC(RPE)  
DVC (AA)  
DVC (A&F)  
VC - University of Nairobi  
| 9.15 - 9.45AM | H.E Dr. Evans Kidero- Governor, Nairobi County, Chief Guest |
| 9.45 - 10.15AM | Hon. Anne Waiguru – Cabinet Secretary, Devolution and Planning |

<table>
<thead>
<tr>
<th>TIME</th>
<th>SESSION II: KEYNOTE SPEECHES</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.15 - 11.0AM</td>
<td>Group Photo – All</td>
</tr>
<tr>
<td>11.05 - 11.30AM</td>
<td>Dr Patrick Bitature - Founder, Chairman and Group CEO Simba Group of Companies</td>
</tr>
<tr>
<td>11.30 - 12.0AM</td>
<td>Mrs. Betty Mwangi Thuo - Chief New products Officer, Safaricom</td>
</tr>
<tr>
<td>12.05 - 12.30PM</td>
<td>Nasim devji - Group CEO and Managing Director, Diamond Trust Bank Kenya</td>
</tr>
<tr>
<td>12.35 - 12.55PM</td>
<td>Prof. Gituru Wainaina - Director General Vision 2030 Delivery Secretariat (VDS)</td>
</tr>
<tr>
<td>12.55 - 1.30PM</td>
<td>Dr. Richard Kipsang – Principal Secretary, Ministry of Education</td>
</tr>
</tbody>
</table>

**LUNCH BREAK**

---

## Academic Programmes

There are three intakes: January, May and September

### September 2014 Intake

**Join The University Of Nairobi School Of Business Which Was Recently Ranked No. 1 In East Africa And No. 9 In Africa By Webometrics. The University Of Nairobi, School of Business, is Pleased to Invite Applications for The Following Courses:-**

1. **UNDER GRADUATE PROGRAMMES**

**BACHELOR OF COMMERCE (BCOM):DAY AND EVENING PROGRAMMES (MODULE II)**

**Commencement Date:** 8th September 2014

**Venues:** Nairobi, Kisumu and Mombasa Campuses

**Mode Of Study:**
- **Full time** - 8.00 A.M. - 5.00 P.M. Weekdays
- **Part time** - 5.30 P.M. - 8.30 P.M. Weekdays
- 8.00 A.M. - 5.00 P.M. Saturdays

**Course Specialisations:**
- Accounting
- Finance
- Insurance
- Marketing
- Human Resource Management
- Business Information Systems
- Operations Management
- Procurement and Supply Chain Management

**Minimum Admission Requirements**

i. KCSE grade C+ and a minimum of C in both mathematics and English/Kiswahili or B in bridging course offered in the University of Nairobi with at least C- in the subject at KCSE.

ii. KCSE grade C- plus a Certificate and a Diploma from institutions recognised by University of Nairobi Senate.

iii. KCSE grade C or O Level Div. III and a Diploma from institutions recognized by University of Nairobi Senate.

iv. KACE/EAACE Certificate with 2 Principal passes and Credit pass in Mathematics at KCE.

v. CPA/CPS Part II or equivalent qualification plus C at KCSE or O Level Div. III.

vi. A degree from a University recognized by the University of Nairobi Senate.

For more details contact:  
Dean, School of Business  
OR  
B Com Coordinator
THE SCHOOL OF BUSINESS
PROFILE AND PROGRAMMES

Vision
To be a world-class business school providing business education, research and consultancy with an African touch

Mission
To provide leadership in the pursuit of business and management knowledge and applications through relevant and enriching teaching, research, consultancy and partnership with the wider community for the betterment of the Kenyan society.

Core Values
- Morality and ethics
- Professionalism and integrity
- Openness and transparency
- Creativity and innovativeness
- Academic freedom and enquiry
- Service to society

THURSDAY July 10, 2014

THE CONFERENCE SPLITS INTO THREE PARALLEL SESSIONS FOR PAPER PRESENTATIONS

Parallel Paper Presentation I: Session III: - Lecture Theatre
Parallel Paper Presentation II: Session IV: - Board Room
Parallel Paper Presentation III: Session V: - S13

See Details Below

DAY 1, THURSDAY July 10, 2014
PARALLEL PAPER PRESENTATIONS I: - SESSION III

Time: 2.00- 4.00PM
Venue: Lecture Theatre

**Session Chair:** Prof Evans Aosa  **Rapporteur:** Mrs Salome Kinyua

<table>
<thead>
<tr>
<th>Time</th>
<th>Paper Title</th>
<th>Author(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.00 - 2.20PM</td>
<td>Paper #1: Business Ethics And Corporate Social Responsibility: A Philosphic Treatment</td>
<td>Arun Datta Phd</td>
</tr>
<tr>
<td>2.20 - 2.40PM</td>
<td>Paper #2: Corporate Governance And Performance Of Sugar Producing Companies In Kenya</td>
<td>Machuki, V.N. (Phd), Rasowo, J.O. (Phd); Aosa, E</td>
</tr>
<tr>
<td>2.40 - 3.00PM</td>
<td>Paper #3: Corporate Social Responsibility Discourse From The Mining Corporations And Their Communities In Zambia</td>
<td>Shem Sikombe</td>
</tr>
<tr>
<td>3.40 - 4.00PM</td>
<td>Paper #6: Embracing Green Business In The Kenyan Public Service</td>
<td>Jacqueline N. Wanjang'i</td>
</tr>
</tbody>
</table>

4.00PM HEALTH BREAK
PARALLEL PAPER PRESENTATIONS II : - SESSION IV
Time: 2.00- 4.00PM
Venue: S13
Session Chair: Prof Kaijage Rapporteur: Mrs. Winnie Nyamute

<table>
<thead>
<tr>
<th>Time</th>
<th>Paper Title</th>
<th>Author(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.00 – 2.20 PM</td>
<td>Paper #7: Ethical Dimensions In Kenya’s Collapsed Or Under-Receivership Businesses</td>
<td>Moses Kibe Kihiko, Henry Gommans</td>
</tr>
<tr>
<td>2.20 – 2.40PM</td>
<td>Paper #8: Forecasting Techniques, Operating Environment and Accuracy of Performance Forecasting For Large Manufacturing Firms In Kenya</td>
<td>E. W. Chindia, G. Wayatina, F. N. Kibera, G. P. Pokhariyal</td>
</tr>
<tr>
<td>2.40 – 3.00PM</td>
<td>Paper #9: Human Resource Management At Sub-National Level</td>
<td>Oscar M. Otele</td>
</tr>
<tr>
<td>3.20 – 3.40PM</td>
<td>Paper #11: ISO 9001 Certification For Transforming Quality In Universities In Kenya</td>
<td>Hilary K. Kandie &amp; Nicholas K. Letting</td>
</tr>
<tr>
<td>3.40 – 4.00PM</td>
<td>Paper #12: Kenyans In Diaspora And International Business</td>
<td>Dr. John Yabs</td>
</tr>
</tbody>
</table>

4.00 PM HEALTH BREAK

THURSDAY July 11, 2014
PARALLEL PAPER PRESENTATIONS III : - SESSION V
Time: 2.00- 4.00PM
Venue: S14
Session Chair: Dr. James Njihia Rapporteur: Patrick Kiragu

<table>
<thead>
<tr>
<th>Time</th>
<th>Paper Title</th>
<th>Author(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.00 – 2.15 PM</td>
<td>Paper #13: Role of Microfinance Institutions In Financial Deepening In Kenya</td>
<td>Dr. Josiah Aduda, Ronald Chogii&amp;Mercy Cherotich</td>
</tr>
<tr>
<td>2.15 –2.30PM</td>
<td>Paper #14: Social CRM - A Paradigm Transformation Through Social Media</td>
<td>Winnie Nyamute and Nidhi Batta</td>
</tr>
<tr>
<td>2.30 – 2.45PM</td>
<td>Paper #15: Corporate Governance and Financial Performance Of Insurance Underwriters In Kenya</td>
<td>MirrieMwangi and Carolyn Kiragu</td>
</tr>
<tr>
<td>2.45 – 3.15PM</td>
<td>Paper #16: The Effect of Broker Corruption on Kenya’s Small Investors</td>
<td>Dr. Curtis Kidd Telega</td>
</tr>
<tr>
<td>3.15 – 3.45PM</td>
<td>Paper #17: The Influence Of Strategic Corporate Re-Branding On Customer Satisfaction Among Mobile Service Providers In Kenya</td>
<td>Dr. Justus Munyoki &amp; Gabriel Gikongo Muangi</td>
</tr>
<tr>
<td>3.45 – 4.00PM</td>
<td>Paper #18: Tangible Resources And Performance Of County Health Services In Kenya</td>
<td>Machuki, V.N; Dr. Okoth, P.J And Arasa, R. M</td>
</tr>
</tbody>
</table>

4.00PM HEALTH BREAK

AIBUMA 2015 ANNUAL CONFERENCE
The 6th African International Business and Management (AIBUMA 2015) Annual Conference

Date July 9th -10th, 2015
Theme: “Entrepreneurship, Resource Management and Sustainable Development in Africa”

Important Dates
Abstract submission: 31st, march, 2015
Abstract acceptance: 15th, April, 2015
Full paper submission 31st May, 2015

venue
University of Nairobi, School of Business, Lower Kabete Campus, Nairobi, Kenya

E-mail: admin@ aibumaorg.uonbi.ac.ke | Website: www.aibumaorg.uonbi.ac.ke
Mr. Abdullatif Essajee Kaderbhai

He is a lecturer at the School of Business-University of Nairobi and renowned academician in the field of Accounting specializing in Financial accounting and reporting. He is also a renowned consultant and trainer in the area of financial accounting and financial analysis and lectures extensively on Islamic Finance. Essajee is a co-founder of First Community Bank (the first fully fledged Sharia’h compliant bank to be approved in Kenya) and served as its Managing Director, during his leave of absence from the University of Nairobi, before resuming his duties at the University of Nairobi early this year.

He also served the Bank, both as an Executive Director in charge of support and control and as a non-executive director. He is also a co-founding member and the chairman of the board of Vision Institute of Professionals (An accredited accountancy and ICT training institution) in Kenya.

He also serves as the treasurer of Jamia Mosque, Nairobi, Chief Editor of Friday Bulletin (a weekly newsletter of Jamia Mosque Committee), Patron of the Nairobi Area Muslim Students Association, Trustee of One Shilling Foundation and host of two weekly Radio Islamic programmes on Kenya Broadcasting Corporation and is a member of the institute of directors of Kenya.

In the past Essajee served at Pricewaterhouse Coopers, United States university in Kenya, Professional Standards Committee and the Disciplinary Committee of the Institute of Certified Public Accountants of Kenya (ICPAK and is a member of the Institute of Directors of Kenya.

He majored in accounting in his undergraduate and postgraduate studies at the University of Nairobi.
The 5th African International Business and Management (AIBUMA 2014) annual Conference, University of Nairobi, School of Business, Lower Kabete Campus

DAY 2: FRIDAY July 11, 2014
THE CONFERENCE SPLITS INTO TWO PARALLEL SESSIONS FOR PAPER PRESENTATIONS

Parallel Paper Presentation I: Session III: Lecture Theatre
Parallel Paper Presentation II: Session IV: Board Room

DAY 2: FRIDAY July 11, 2014
PARALLEL PAPER PRESENTATIONS I: - SESSION III
Time: 2.00- 4.00PM
Venue: Lecture Theatre
Session Chair: Dr Owino Okwiri Rapporteur: Thomas Ombati

<table>
<thead>
<tr>
<th>Time</th>
<th>Paper Title</th>
<th>Author(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.00-2.15PM</td>
<td>Paper #19: Social Marketing: Marketers’ Responses to Social Challenges in Kenya</td>
<td>Murigi Elishiba M. and Thuo J. Kuria</td>
</tr>
<tr>
<td>2.30-2.45PM</td>
<td>Paper #21: Ethical And Corporate Social Responsibility Issues In E-Commerce In Kenya</td>
<td>Mwencha, Peter Misingi, Muathe, Stephen Makau, Thuo, John Kuria</td>
</tr>
<tr>
<td>3.00-3.15PM</td>
<td>Paper #23: Motivation Factors For Earning Management Practice In Public Listed Corporations In Kenya</td>
<td>Wamurea, George M., Kabilo, Onesmus W</td>
</tr>
<tr>
<td>3.30-3.45PM</td>
<td>Paper #25: The Relationship Between Real-Time Information Processing And Supply Chain Optimization Among Supermarkets In Nairobi, Kenya</td>
<td>Dr. Peterson Obara Magatu, Ernest Akello and Wilbert Chweya Makori</td>
</tr>
<tr>
<td>3.45-4.00PM</td>
<td>Paper #26: Virtue Ethics In Marketing Fmgs In East African Common Market</td>
<td>Dr. John Yabs And Victor Ndambuki</td>
</tr>
</tbody>
</table>

4.00PM HEALTH BREAK/CLOSING CEREMONY

General administration of the exercise i.e. authorizes payment of allowances; Communicate on a daily basis the results of the project to world vision overall coordinator in Nyamira county; Oversee preparation of weekly reports on the progress of the exercise; Coordinating with the area administrators in event of a meeting; Ensure free and fair recruitment of the various representatives; Control the training budget; Oversee the signing of contractual forms by the successful representatives; Establish and develop collaboration with the social service officers in registration of youth.

Chief Executive Officer- One Hen Campaign Project
James Makini is the Nyamira County Coordinator at Yes Youth Can- Usaid's Youth Empowerment Project. He is also an Underwriter at Fidelity Insurance Co. Ltd Key responsibilities at Usaid Youth Empowerment project are: Oversee the implementation of the mobilization exercise; Coordinate the activities in mobilization; Organize training for assistant coordinators, divisional coordinators, sub-locational and village volunteers;

Founder and group CEOs Software Technologies Limited, Kenya
ICT Expert

Director general Vision 2030 Delivery Secretariat (VDS)
Prof.Gituro Wainaina is PhD holder in Agricultural Economics, Master in Business Administration and Bachelor of Education. He has extensive working experience with organizations as the World Bank, where he was a Senior Educational Economist, CARE International in Kenya where he was the Regional Coordinator, University of Nairobi Enterprises and Services Limited where he was the Deputy Managing Director and the Business Development Manager. In addition, he serves as Director of the Social and Political Pillars under the Vision 2030 Delivery Secretariat, board member of Capital Market Authority and board committee member at Management University of Africa.
The 5th African International Business and Management (AIBUMA 2014) annual Conference, University of Nairobi, School of Business, Lower Kabete Campus

DAY 2: FRIDAY July 11, 2014

PARALLEL PAPER PRESENTATIONS II : - SESSION IV

Time: 2.00- 4.00PM
Venue: Board Room

Session Chair: Prof Ogutu  
Rapporteur: Hellen Kinyua

<table>
<thead>
<tr>
<th>Time</th>
<th>Paper Title</th>
<th>Author(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.00 – 2.15 PM</td>
<td>Paper #27: Market Orientation, External Environment And Performance Of Tour Firms In Kenya</td>
<td>Dr. Winnie Njeru Ph.D and Dr. Justus M. Munyoki Ph.D</td>
</tr>
<tr>
<td>2.15 – 2.30PM</td>
<td>Paper #28: Relationship Marketing And Customer Loyalty In Mobile Telecommunication Industry In Nairobi, Kenya</td>
<td>Dr Mary Wanjiru Kinoti and Annie Wanjiku Kibeh</td>
</tr>
<tr>
<td>2.30 – 2.45PM</td>
<td>Paper #29: Information Technology Audit and Fraud Prevention Among Commercial Banks In Kenya</td>
<td>Joel K. Lelei, Dr. Peterson Obara Magutu, and Julita M. Ndungu</td>
</tr>
<tr>
<td>2.45 – 3.00PM</td>
<td>Paper #30: Leadership in an Electronic Age: Towards a Regional Ontology</td>
<td>Nixon Muganda Ochara, PhD</td>
</tr>
<tr>
<td>3.30 – 3.45PM</td>
<td>Paper #32: A Comparative Study Of The Returns Of Quoted Sin And Non Sin Stocks At The Nairobi Securities Exchange</td>
<td>Herick Ondigo, Paul Njeru and Dan Chirchir</td>
</tr>
<tr>
<td>3.45 – 4.00PM</td>
<td>Paper #33: Community Participation in Development Projects in Kenya: Analytical Review of Factors Influencing Sustainable Water Projects in Shianda Division, Kakamega County</td>
<td>Kanyanya Leice Ongu‘en, Dorothy Ndunge Kyalo, Angeline Sabina Mulio</td>
</tr>
</tbody>
</table>

4.00 PM HEALTH BREAK/CLOSING CEREMONY

The 5th African International Business and Management (AIBUMA 2014) annual Conference, University of Nairobi, School of Business, Lower Kabete Campus
## CLOSING CEREMONY

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.35PM</td>
<td>Way forward - Chair AIBUMA 2014 Annual conference</td>
</tr>
<tr>
<td></td>
<td>Vote of thanks - Dean School of Business - UON</td>
</tr>
<tr>
<td></td>
<td>Closing Speech - Prof. Mbithi DVC Finance and Administration</td>
</tr>
<tr>
<td></td>
<td>Announcements - Dr. Magutu P.O</td>
</tr>
<tr>
<td></td>
<td>Cocktail for Invited Guests</td>
</tr>
</tbody>
</table>

### Dr. Patrick Bitature

**Founder, Chairman and Group CEO Simba Group of Companies**

Started in 1998 with flagship telecoms business, the Group is a conglomerate of companies spanning telecoms, properties, power generation, agro-business, mining, tourism and media.

Simba Telecom: Distributor of MTN services in Uganda, Vodacom in Tanzania, Safari com in Kenya. Largest retail chain in E.A with over 1,000 non-franchise retail outlets. Awarded Safari com dealer of the Year 2012, Best Performing Dealer Mpesa 2012 and Best Performing Dealer Airtime Sales - 1st Runners up; Protea Hotel, Kampala: Four star hotel, Kololo; Electromaxx (U) Ltd: a 70MW Thermal power plant; Simba Mines and Minerals Limited: exploration of gold; Simba Properties: Property development and management; Chapter Ten Ltd: 5,000 Ha integrated bio-energy farm; Simba Forex Bureau; Simba Tyres Ltd (Tanzania); Simba Electronics Ltd; Simba Tours & Travel, Uganda

**Board Appointments:**
- Chairman Board of Directors, Uganda Investment Authority: 2007 - 2013
- Chairman Board of Directors, Umeme: Uganda’s sole electricity distribution company
- Chairman, Ndege Premier Aviation Company
- Chairman, The Presidential Investment Round Table Board Member, Traidlinks Limited; Board Member Wananchi Group Holdings Limited (ZUKU Satellite PayTvUganda)
- Director, CURE Children's Hospital Uganda; Board Member, Commonwealth Business Council; Patron, Alliance of Mayors & Municipal Leaders on HIV/AIDS in Africa
- Chairman, Uganda Gifted by Nature

**Awards:**
- Doctorate of Philosophy in Humanities - United Graduate College and Seminary International
- Entrepreneur of the Year 2011, Eastern African - Ernst & Young

**Corporate Social Responsibility:**
- Patrick & Carol Bitature Foundation: Health, Education and Renewable Energy Chairman, Nyakasura School Alumni Association; Makerere University Business School, Entrepreneurship Club: nurture young talent Motivational speaking
- Patrick is married with four children, a member of the Institute of Chartered Secretaries and Administrators UK and Uganda's Honorary Consul to Australia.

### Betty Mwangi Thuo

**Chief New products Officer, Safaricom**

Betty Mwangi Thuo is one of three women of a 12-strong senior management team, Betty Mwangi-Thuo is chief officer for new products. She oversees the firm’s value added service department, as well as all of its projects that intersect with the Global System for Mobile (GSM) Association. She is also responsible for the MPESA mobile financial service. As of March 2010, MPESA service had more than 9.5 million subscribers and an agency network estimated in size at more than 17,000.
Dr Richard Belio Kipsang, is the Principal Secretary in the Ministry of Education. He previously worked as the CEO of coffee development and as the deputy CEO and Head of Operations, at Higher Education Loans Board, also a state corporation involved in financing Kenyans pursuing higher education. He holds an MA and PhD degrees in Business/Economics and Administration/Planning respectively. He has attended and spoken in various seminars, conferences and workshops both locally and internationally, presenting on various topics in leadership, management, micro-enterprise development, fraud, corruption, higher education financing, coffee financing, among other areas of business and management.

Mrs. Sarah Serem

Chairperson of Salaries and Remuneration Commission of Kenya. She is a member of the Institute of Human Resource Management of Kenya and has nearly 30 years of experience in human resource management practice and other undertakings.

Mrs. Serem is a University of Nairobi, School of Business Alumni.

Mr. John Njiraini

Commissioner General, Kenya Revenue Authority

Mr. Njiraini was born on 20th December 1957. He is awarded the Moran of the Order of the Burning Spear (MBS) for his role in national education: First class honours Bachelors of Commerce degree, University of Nairobi and an MBA.


Notable Achievements: Assisted in development of accounting profession and good corporate governance in the country; Introduced taxes on MPs salaries as well as parastatal bosses’ salaries; Kenya Revenue Authority (KRA) achieved revenue growth of 12.4 percent, collecting Shs60.4 billion for the first nine months of the current fiscal year, up from Shs498 billion collected in 2011/2012.

Board Memberships: Chairman, Board/Committee or Council Member in twelve local and international organizations; Pioneer member of the Permanent Public Service Remuneration Review Board, representing the private sector.

AIBUMA 2014 CONFERENCE PAPERS

ABSTRACTS

PAPER TITLE, AUTHORS AND ABSTRACT

Paper #1: Business Ethics And Corporate Social Responsibility: A Philosophic Treatment

Arun Datta Phd

Lecturer: Technical University of Kenya; Centre for Science, Technology and Society.

BSc. (Chemistry, Physics, Mathematics), MSc. (Mathematics), MA. (Philosophy)

PhD. (Philosophy), UCN.

e-mail: datta@kenpolny.ac.ke

Mobile: 0722 222 555

About The Title: Why a philosophic treatment? David Papineau (2004) writes that philosophy is needed whenever we are faced by questions that are not only important but also intellectually perplexing. Philosophy uses logical arguments and deals with fundamental questions. Business is centred on self-interest whereas ethics and particularly social responsibility demand selflessness. There is a contradiction. The full title is - BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY: THE WAY FORWARD FOR EMERGING ECONOMIES: A PHILOSPHIC TREATMENT. The view expressed by the title is that the only way forward for emerging economies is ‘business ethics and corporate social responsibility’. Emerging economies have many challenges therefore looking for ways forward is of great importance. The topic suggests not only one of the ways but ‘The’ way forward. The way forward involves ethics and social responsibility in the context of business and the corporations which have been incorporated to do business. Businesses are conducted for profit. “Business is business”, convey the message. “Corporate” means “belonging to or connected with a business” or “shared by or involving all the members of a group”, (Longman Dictionary of Contemporary English, 1995 edition). From the above, it logically follows that the only way forward for an emerging economy is the practice of ethics and social responsibility by the institutions whose sole purpose is profit. In simpler words, according to the topic, a country can develop only if the people concerned make money ethically and contribute to the good of the society around. The word used is people and not citizens because multinationals and expatriates are also part of businesses. This also conveys the message that the emerging economies are linked to other economies also.

Paper #2: Corporate Governance And Performance Of Sugar Producing Companies In Kenya

Machuki, V.N. (PhD)1, Rasovo, J.O. (PhD)2, Aosa, E. (PhD)3

1-School of business, University of Nairobi
2-Odera Akango Campus, Moi University
3-School of Business, University of Nairobi

Abstract

Corporate governance is concerned with the running of an organization in a way that guarantees that its owners or stockholders receive a fair return on their investments while the expectations of other stakeholders are also met. The study sought to examine the relationship between corporate governance practices and performance of sugar producing companies in Kenya. The study intended to establish the corporate governance practices adopted by the companies and the influence of these practices on their performance. Through a cross-sectional survey of 11 companies, data were gathered using a structured questionnaire and analyzed using both descriptive and inferential statistics. The results indicate that all
The study consisted of finance, financial management, and was briefly as a Senior Public Sector Manager/Assistant Vice President at Citigroup NA.

Key Words: Corporate Governance, Corporate Governance Practices, Organizational Performance

**Paper #3: Corporate Social Responsibility Discourse From The Mining Corporations And Their Communities In Zambia**

Shem Sikombe
Lecturer-Department of Operations and Supply Chain Management, Copperbelt University, Kitwe-Zambia
Email: shem.sikombe@gmail.com; shem.sikombe@cbu.ac.zm

**Abstract:**
The purpose of this study is to contribute to the understanding of CSR discourse from the mining corporations and community stakeholders in Zambia. A constructionist qualitative method and discourse analysis is used in analysing CSR annual reports from mining corporations and survey responses from community stakeholders. The findings indicate that mining corporations construct the meaning of CSR through different discourses which can be broadly categorised into corporate citizenship, business case and stakeholder partnership and empowerment discourses. The community stakeholders interpret and reconstruct their own meaning of CSR through different discourses broadly categorised into corporate citizenship, rhetoric/‘greenwash’ and stakeholder partnership and empowerment discourses. The study concludes that there are contrasting discourses emerging from the mining corporations and their community stakeholders over CSR. The study also indicates that the mining corporations and community stakeholders seem to be in a ‘love-hate relationship’ characterised by appreciation and resentment from community stakeholders. It is evident from the study that CSR discourse cannot be controlled by the business community alone hence the need by organisations to reflect on how the CSR discourses can be interpreted from the stakeholders’ perspectives.

**Key Words:** Corporate Social Responsibility, Discourse Analysis, Mining Corporations, Community Stakeholders


Hilary K. Kandie & Dr. Robert Arasa
1Ph.D Candidate - Jomo Kenyatta University of Agriculture and Technology (JKUAT), Nairobi, Kenya
2Senior Lecturer – Strathmore University in the School of Management and Commerce - Kenya
Email: bhkandiek@yahoo.com, robertarasayahoo.com

**Abstract:** The last one decade has witnessed increased pressure from the Government of Kenya on the State Corporations to be ISO 9001 certified as part of performance contracting on the management as part of State Corporations reforms and improvement of quality management practices. One of the key priorities of the Kenya Government is to implement ISO 9001 in state corporations which is perceived as a way that would lead to an efficient, effective and ethical delivery of services to the citizens. The primary objective of this study was to carry out a survey on the effects of ISO 9001 Certification on the quality management practices on the State Corporations in Kenya. The population of the study consisted of certified State Corporations which were 86 in total. The study used stratified random sampling method to select the study sample. Data was collected from respondents using closed ended questionnaires.

---

5TH AIBUMA CONFERENCE KEY NOTE SPEAKERS

**H.E Dr. Evans Kidero**  
Governor, Nairobi County

He went on to obtain a Masters of Business Administration in 1990 at United States International University in Kenya. These qualifications, his personal abilities and the hand of God set him on the path for an illustrious career in corporate management. The highlights of this career include: 4 years at Warner Lambert, 12 years at SmithKline Beecham Healthcare International, 2 years at the helm of Nation Media Group, and (most recently) 10 years in the stewardship of Mumias Sugar Company. It is from Mumias that Dr. Kidero recently resigned to pursue a political career in Nairobi county governorship. From a 28-year career in the competitive corporate environment, Dr. Kidero has acquired leadership and management skills that make him a suitable candidate for a job that requires experience, competence and caring.

---

**Hon. Ann Waiguru**  
Cabinet Secretary, Devolution and Planning

She served briefly as a Senior Public Sector Manager/Assistant Vice President, at Cigrroup NA. Previously, Ms Waiguru served as a Technical Advisor in the Cabinet Office, Office of the President. This position was initially seconded by the World Bank (DC). Ms Waiguru has led her IFMIS team at the National Treasury to win three Awards for exemplary performance in the Public Service. She was also nominated two years ago, as one of the Top 40 Under 40 women in the country, the only nominee at the time from the Public service. Ms Waiguru has been published, and has served as the Alternate to the Permanent Secretary/National Treasury in the Public Procurement oversight Authority Advisory Board, and the Women Enterprise Fund Board.
leaders were purposively selected. The sample for the study comprised of 23 Community Water Projects, 46 Community Project Leaders, 8 Local leaders and 142 community water users. Data was collected through questionnaires and analyzed through descriptive statistics where frequency tables and percentages were used to represent the data. In addition, a multivariate regression model was applied to determine the relative importance of each of the four variables with respect to Sustainability CWPs. The findings of the study revealed that both men and women were involved in leadership with more men (88%) in local leadership and more women (65%) in project leadership. Almost all CWUs as well as the leaders were employed with the highest percentage in self-employment thus able to contribute towards repair and maintenance of CWPs in monetary terms. The study also revealed that, of the four factors under study, three of them (Community Participation, Community Education and Training on Technology used and Community Capital Contribution) influenced sustainability of CWPs in Shinda Division to a very great extent but project location though an important factor to consider for CWPs sustainability, its influence was to a moderate extent. The findings further revealed the need for project initiators: to involve CMs at all levels of the project cycle as this will build ownership of the project, train and educate CMs on how to operate and maintain the water facility so that its continuity is not affected by breakdown, allow CMs to contribute towards the choice of the site for the water point and advise them on the need for them to contribute money towards operation and maintenance of CWPs as this encourages ownership and assures sustainability.

Key Words: Water Projects, Sustainability, Community Participation, Capital Contribution

Descriptive statistics was applied to analyze the data which was then presented in form of tables and charts for easy understanding. The study found out that quality policy was adhered to by organisation and the employees were not involved in training programs development. The study recommended that State Corporations should define policies required or establishing a process for the management and control of policies. Secondly the researcher recommended training for management and staff to enhance quality management practices and supplement ISO 9001 Certification.

Key words: Quality management practice, ISO 9001, Quality, State Corporation, ISO 9001 Certification

Paper #5: A Business Case For Cosmetic Accounting In Corporate Kenya

Emmanuel Murunga Khisa, Peter Bulimo Eshitemi, Moses Wandera.
1 MBA Student, Jomo Kenyatta University of Science and Technology Nairobi, Kenya
2 MBA Student, Jomo Kenyatta University of Science and Technology Nairobi, Kenya
3 Lecturer, Faculty of Commerce, Cooperative University College, Nairobi, Kenya

E-mail: murungak@yahoo.com, petbulimo@yahoo.com, mosewa2005@yahoo.com,

Abstract: There has been an outcry by stakeholders across the accounting fraternity due to an upsurge in cosmetic accounting in the world that has negatively tainted the accounting profession. This paper investigates the factors driving corporations into practicing cosmetic accounting and creative financial reporting citing empirical evidence from corporate Kenya. The study is an ethnographic survey that utilized 86 structured questionnaires distributed among 51 accountants and 35 independent Auditors. Moreover, a review of financial statements of selected companies to detect cosmetic accounting was done using conformation to Benford’s Law. The ethical dimension of cosmetic accounting is discussed, drawing evidence from selected case studies and reported incidences. Results of the study indicate that at least 76% of the respondents acknowledge that creative accounting is practiced in Kenya. 50.96% of whom, agreed that cosmetic accounting is indeed ethical and legitimate. The paper concludes with from findings that there are environments within which cosmetic accounting will be considered both ethical and legitimate.

Keywords: Cosmetic Accounting, Ethics, Corporate Kenya

Paper #6: Embracing Green Business In The Kenyan Public Service

Jacqueline N. Wanjang’i
Kenya School of Government
Email: Jaqueline.wanjangi@ksg.ac.ke

Abstract: Kenya is endowed with natural resources but it is considered to be water scarce, low in forest cover and with a high expenditure rank high as the country’s natural asset, due to their environmental, life supporting functions, and the provision of diverse goods and services to the citizenry. Government’s main concern currently is in the utilization of the available resources because its spending demands on the exchequer is unsustainable though the GDP has seen a steady growth over the last three years. The role of public service therefore has an enormous task of balancing the economy, society and without compromising the environment while creating public confidence in creating an economic –environmental relationship. Public service has adopted green initiatives by going paperless there is need to upscale green business through formulation and implementing of policies, creation of awareness and innovations to ensure public participation for a sustainable economy. This paper assessed how green business can be embraced in the public service. The study was descriptive in nature and primary data was collected using a questionnaire. Results from the study indicated that 51% of the respondents were knowledgeable in Green business and 60.4% were aware of the National Environmental Policy. However their responses on recycling of paper, waste, water and use of renewable energy rated low. The paper established that there was a gap between knowledge and practice. Leadership should effectively communicate the goals and benefits of green business, work within a policy framework while encouraging innovation in the operations of public service and monitor the milestones achieved.

Key Words: Green Business, Green initiatives, Sustainable economy and economic –environmental relationship
Paper #7: Ethical Dimensions In Kenya’s Collapsed Or Under- Receivership Businesses

Moses Kibe Kihiko, Henry Gommans

1Student of Business Administration & Management, Strategic & Organizational Leadership & Management Option, Mount Kenya University
2Student of Business Administration & Management, Strategic & Organizational Leadership & Management Option, Mount Kenya University

Abstract: This study aimed at establishing the relevance and implications of ethics in the emerging economies and specifically whether there is any significant contribution between ethical considerations in the business practices and the capital contribution influence sustainability of water projects. Descriptive survey was used as the research design. The study population was randomly selected large manufacturing firms (LMF) in Kenya. Descriptive survey was used as the research design. The sample of the study involved the 20 firm that make up the NSE index. The sample of the study involved the 20 firm that make up the NSE index.

Key words: Finance, Business, corporate social responsibility, Ethics, Economic, Management

Paper #8: Forecasting Techniques, Operating Environment and Accuracy of Performance Forecasting For Large Manufacturing Firms In Kenya


1Graduate, School of Business, 2Prof., School of Business, 3Prof., School of Mathematics
University of Nairobi, Kenya.

Abstract: This article explores the interaction between forecasting techniques (FT), operating environment (OE) and accuracy of performance forecasting (APF). Objectives were to compare FT in the APF, identify performance measures influenced by OE, assess moderating effects of the environment (OE) and accuracy of performance forecasting (APF). Objectives were to compare FT in the APF, identify performance measures influenced by OE, assess moderating effects of the environment (OE) and accuracy of performance forecasting (APF).

Key words: Forecasting Techniques, Operating Environment, Accuracy of Performance Forecasting, Large Manufacturing Firms.

Inferential results. Regression analysis was used to demonstrate the relationship between the macroeconomic factors and stock returns in the NSE. Results show that there is a positive relationship between stock returns and underlying inflation, overall inflation, economic growth, interest lending rate. Results also revealed that there is a negative relationship between stock returns and exchange rate. In addition, it is recommended that investors should factor in the exchange rates when making investments (making stock return predictions). This is because an increase in exchange rates leads to a decrease in stock returns.

Key words: Economic Performance Indicators, Stock Returns & Nairobi Securities Exchange

Paper #32: A Comparative Study Of The Returns Of Quoted Sin And Non Sin Stocks At The Nairobi Securities Exchange

1 Herick Ondigo, 2Paul Njeru and 3 Dan Chirchir

1&3 Department of Finance and Accounting, University of Nairobi, Nairobi, Kenya
2Postgraduate Student, Department Finance and Accounting, University of Nairobi, Nairobi, Kenya

Abstract: Sin stocks are of increased interest since more and more investors and fund managers avoid them while integrating social screening with their investment decisions. As a reflection of social norms, socially responsible investing has become a niche of its own in determining investors’ portfolio decisions in the past decade. The study adopted an exploratory research design with the population consisting of all firms listed in the NSE. The sample of the study involved the 20 firm that make up the NSE index. Secondary data used secondary data sources in gathering data for analysis which was done using the Statistical Package for Social Sciences (SPSS version 20) to generate the descriptive statistics and also to generate inferential results. T-Tests used to check whether the mean returns of Sin stock differ from the mean returns of non sin stocks. Regression analysis done showed that the type of firm that is either sinstock or non sinstock have a positive and significant relationship with return. T-test statistics indicate that capital gains for sinstocks were higher than that of non sinstocks. Dividends of nonsinstocks, were slightly lower than that of sinstocks. From the given results, it is evident to conclude that sinstocks have a higher capital gain, return and dividends than in nonsinstocks.

Key words: Returns Of Quoted Sin and Non Sin Stocks, The Nairobi Securities Exchange

Paper #33: Community Participation in Development Projects in Kenya: Analytical Review of Factors Influencing Sustainable Water Projects in Shiana Division, Kakamega County

Kanyanya Loice Ongwe’en,2 Dorothy Ndunge Kyalo, Angelene Sabina Malwa

Project Sustainability is a desire of every community, private agency or Government as a means of ensuring that their gains are delivered to the target communities in long term. This phenomenon is brought to focus in this study based on water projects that aim at improving the quality of life of community water users. The implementation of such projects is always easier but their sustainability poses a challenge. The study objectives of the study was to establish the extent to which Community participation; Community education and training on technology used; Project location and Community capital contribution influence sustainability of water projects. Descriptive survey was used as the research design and the target population was 44,325 people. Stratified probability and purpose non-probability sampling techniques were used in sampling. Each location represented a stratum and the
equipped with tools to effectively perform their duties. Further, IS auditors should perform appropriate risk assessments when planning for IT-audits on areas that may be affected by frauds.

Key words: Information Technology Audit, Fraud Prevention, Commercial Banks & Kenya

Paper #30: Leadership in an Electronic Age: Towards a Regional Ontology

Nixon Muganda Occhra, PhD
School of Information Technology, University of Pretoria, South Africa
E-Mail: nixon.occhra@up.ac.za

Abstract: The title of this paper, “Towards a Regional Ontology of Leadership: The “Big Questions” from a Broad Inter-disciplinary Practice” is meant to capture the current dilemma in leadership research and practice and not be construed to imply that a solution has been found to the leadership field that Richard Hackman and Ruth Wegeman concluded is “curiously unformed”. Warren Bennis as early as 1959 stated that “[…] probably more has been written and less is known about leadership than any other topic in the behavioural sciences”. We wade through this “curiously unformed” field, to add a particular voice: a socio-technical voice which is rarely heard in a fiercely technical field that claim ownership of the field, yet global advances in information and communications technologies (ICTs) may have tipped the scales towards refuting a more integrative view of leadership. The integrative perspectives moves beyond the personal perspective of leadership to consider the effect of the environment and how it shapes leaders and leadership in general. We do not claim an attempt at an integrated theory of leadership; rather, we seek to elevate the socio-technical within leadership theory, given inevitable advances in global information systems (IS). So, while on the one hand we may be contributing to the continuing struggles by researchers towards an integrated and cohesive theory of leadership, our hope is that elevating the increasingly pervasive and normal electronic environment can shift the discourse on leadership to be more inclusive and consider socio-technical thinking. We employ the concept of ‘regional ontology’, derived from Martin Heidegger, to refer to ‘as lived’ practices and experiences of a particular region. This allows us to recognize that leadership from an African perspective is unique and should be anchored on a philosophy based on African values as the foundation for institutionalizing effective leadership, encouraging Netpreneurship, taking into account opportunities afforded by the mobile computing platforms and high diffusion rates of mobile applications; focusing on ethical and moral leadership engagement to spur e-participation and e-democracy; and developing regional and nation systems of innovation to enable Africa participate in global knowledge flows.

Keywords: Leadership; E-Leadership; Network Society, Africa; Regional Ontology; “Big Questions” of Leadership

Paper #31: Economic Performance Indicators And Stock Returns At The Nairobi Securities Exchange

Dr. Josiah Aduda, Patrick Kiragu and Kinyae Alexander Mwangangi
1 & 2 Department of Finance and Accounting, University of Nairobi, Nairobi, Kenya
3 Postgraduate Student, Department Finance and Accounting, University of Nairobi, Nairobi, Kenya
E-mail: jaduda@uonbi.ac.ke

Abstract: The study is an assessment of the economic performance indicators and stock returns at the Nairobi Securities Exchange. Stock market activities play a major role in determining the level of economic activities in both emerging and developed economies, by providing and efficiently allocating capital for investment, providing appropriate platform to engender best corporate practices that will result in growing investment and further growth of the economy. The study adopted an explanatory research design. The population of this research consists of all the 62 listed companies in the Nairobi Securities Exchange. A census methodology was employed since all the listed firms were studied for a period of five years (2008 to 2012). The main source of data was the NSE Handbooks. The study used Statistical Package for Social Sciences (SPSS) to generate the descriptive statistics and also to generate

Paper #9: Human Resource Management At Sub-National Level

Oscar M. Otele
Department of Political Science and Public Administration
University of Nairobi
otele@uonbi.ac.ke

Abstract: This study examines operational practice of human resource management (HRM) of resource functions at sub-national level. More specifically, it analyzes the impact of external and internal environment human on HRM policy, practices and performance management at the county level. Using primary data from 12 counties the study found that political, social-cultural and economic are the main threats from external environment. It also established limitation in constitutional and legal framework, and inadequate financial resources as the main weaknesses in the internal environments. These threats and weaknesses constrains the ability of the County Public Service Board (CPSB) to get the right persons in the counties so that efficiency in service delivery can be realized. Internally, practical operation of HRM suffers from a host of anomalies and contradictions. The recruitment and selection mechanism are weak, quota system overrides meritocracy saving seeds for a vicious cycle of mediocrity in the long run. Training programs needs of county workers are rarely considered in training, the promotion system if any promotes incompetence, while performance appraisal favors inefficiency. Findings from this study will be used to improve human resource policies, principles and practices in the selected counties and others in implementing devolution framework.


Lucy Wamugo Mwangi (PhD) Muathe Stephen Makau(PhD) George Kosimbei(PhD)
1. School of Business, Kenyatta University, P.O.Box 43844-00100 Nairobi, Kenya
2. School of economics, Kenyatta University, P.O.Box 43844-00100 Nairobi, Kenya
*Corresponding author: lwamugo@yahoo.com

Abstract: Corporate failure among companies in Kenya has often been associated with the financing behaviour of the firms. Significant efforts to revive the ailing and liquidating companies have focused on financial restructuring. Animmensequandary for management and investors alike is whether there exists an optimal financing policy and how various financing decisions, both short-term and long-term, influence business performance. This study therefore investigated the interaction effect of financing decisions on the performance of non-financial companies listed in the Nairobi Securities Exchange (NSE), Kenya, in a bid to offer a solution to this dilemma. The study employed an explanatory non-experimental research design. A census of 42 non-financial companies listed in the Nairobi Securities Exchange, Kenya was taken. The study used secondary panel data contained in the annual reports and financial statements of listed non-financial companies. The data were extracted from the Nairobi Securities Exchange hand books for the period 2006-2012. The study applied panel data models (random effects) based on the outcome of Hausman specification tests. Further product term modeling was employed to determine the interaction effect of financing decisions on performance of non-financial companies listed on the NSE, Kenya. The study found that the interaction between the financing decision components had a statistically significant effect on performance. The study recommended managers should make financing decisions in relation to each other and not in isolation.

Keywords: Financing decisions, performance, interaction effect
Paper #11: ISO 9001 Certification For Transforming Quality In Universities In Kenya: Competitive Advantage Perspective

Hilary K. Kandie & Nicholas K. Letting
1Ph.D Candidate - Jomo Kenyatta University of Agriculture and Technology (JKUAT), Nairobi, Kenya
2Lecturer – The Management University of Africa, Nairobi, Kenya
Email: Email: lkeandiek@yahoo.com, nletting@ JKUAT.com

Abstract: Many public and private universities in Kenya are ISO 9001 certified by various certification bodies present in Kenya. This paper reviewed the literature both Theoretical and Empirical studies relating to ISO 9001 certification in Universities and how it relates to quality of education. This paper reviewed studies that have been done in the areas of ISO 9001 Certification in Universities: Transformation of quality of education and Competitive advantage perspective. The review findings and recommendations were made. This study will benefit several stake holders among them the Ministry of Education, Commission of University Education, Students, University Academy staff, University Administrations, players in the University sector, investors, employers, customers and Scholars. Based on the literature, the authors made conclusion that ISO 9001 certification makes universities more competitive however for quality of education to be transformed universities should supplement with other criteria.

Key words: ISO 9001 Certification; Quality of Education; Transformation; Competitive Advantage; Quality of Education.

Paper #12: Kenyans In Diaspora And International Business

Dr. John Yabs,
Lecturer, Department of Business Administration, School of Business, University of Nairobi,
y abs@uonbi.ac.ke

Abstract: Nationals in diaspora from any country are a national resource that needs to be harnessed. Tremendous contributions to the national economies have been made by diaspora Nigerians, Tanzanians, Indians, Kenyans, Rwandans, Southern Sudanese and Somalis. How can the home governments tap into this rich national resource, and can there be a conscious ethical obligation on both sides of diaspora nationals and home governments? This study was conducted between 2005 and 2013 with two objectives: one, to determine whether nationals in diaspora understand their ethical obligation towards home governments; and two, to demine whether the home governments have any obligation or even understand their ethical obligation towards their nationals in diaspora. A sample of Kenyans in diaspora residing in five geographical regions were selected: USA, UK, EU, South Africa, and Rwanda. Results indicated that few nationals in diaspora understand very little their moral and ethical obligation to their homeland, and some government officials do not see the need of supporting nationals in diaspora. The conclusion was that there was need to raise awareness of ethical responsibility for both diaspora nationals and home governments for the sake of national development.

Key words: Diaspora nationals; ethical obligations; home governments; diaspora contributions to home economy, diaspora remittances, moral agents.

Paper #29: Information Technology Audit and Fraud Prevention Among Commercial Banks In Kenya

Joel K. Lelei dr. Peterson Obara Magutu, and Julia M. Ndungu
1&2 Department of Management Science, University of Nairobi, Nairobi, Kenya
E-mail: jklelei@ uonbi.ac.ke

Abstract: Business operations are bound to suffer shocks in their market positions and profitability. However large investments on relational strategies like building trust, commitment, communication and satisfaction can turnaround the shocks.

Key words: Relationship Marketing and Customer Loyalty

Paper #31: Role of Microfinance Institutions In Financial Deepening In Kenya

Jdr. Josiah Aduda, 2Ronald Chogii and 3Chepkoron Mercy Cherotich
1&2 Department of Finance and Accounting, University of Nairobi, Nairobi, Kenya
3Postgraduate Student, Department Finance and Accounting, University of Nairobi, Nairobi, Kenya
E-mail: juduad uonbi.ac.ke

Abstract: Micro finance continues to play a significant role in the lives of the poor in Kenya by responding to their needs, concerns and voices by providing easy access of financial services. Microfinance is seen as a solution to include on a large-scale previously excluded poorer groups without access to capital into the financial system. The purpose of the study was therefore to find out the role played by MFIs in financial deepening in Kenya. The objective of the study was to determine how growth of MFIs has contributed to financial deepening in Kenya. To achieve the objective, descriptive survey was used. The study used a descriptive survey design. The population comprised individual customers of the four mobile telecommunications companies in Kenya. A sample of 30 respondents was selected by a stratified sampling method based market share of each company was used. Primary data was collected using a semi-structured questionnaire while descriptive statistics and simple regression analysis was used to analyze the data collected from the respondents. From the findings, it was evident that there was need to raise awareness of ethical responsibility for both diaspora nationals and home governments for the sake of national development.
Financial deepening. This therefore means that both financial growth and increase in outreach
by Porter’s five performance of Insurance
market orientation measured by customer orientation, competitor orientation and inter-functional
Telecommunication Industry In Nairobi, Kenya
Paper #28: Relationship Marketing And Customer Loyalty In Mobile
Telecommunication Industry In Nairobi, Kenya

Abstract
Market orientation has been recognized by scholars and practitioners as the cornerstone of modern
marketing thought, a key source of competitive advantage and a determinant of superior firm
performance. In strategic management, understanding firm performance is the basis of research and
explaining how market orientation influences performance is the fundamental object of inquiry of this
study. This study investigated the relationship between market orientation and firm performance and the
moderating effect of external environmental factors on performance of tour firms in Kenya. Nairer and
Slater’s scale for measuring the extent of market orientation was used. Data were collected from 104
category A to D tour firms registered with Kenya Association of Tour Operators (KATO) as at July 2012.
A census survey was used. A descriptive cross-sectional survey was used. Using a single-informant
approach, questionnaires were sent 104 executives of tour firms in Kenya. A total of 60 usable
questionnaires were returned. The results show that there is a significant positive correlation between
market orientation measured by customer orientation, competitor orientation and inter-functional
orientation and tour firm performance (β=.575; p-value=.000). This implies that the performance of the
tour firms have been greatly enhanced by their adoption of market orientation. The study further shows
that this relationship is moderated by the external environmental factors measured by Porter’s five
competitive forces, market turbulence and government policy (R2=.393; R2∆=.029; β=.187; p-
value=.001). The study has made contribution to theory, policy and practice in relation to marketing in
general and market orientation specifically. The study offered further clarification into the relationship
between market orientation and external environmental factors and performance of tour firms in Kenya.
Replication of the study and examining the relationship between market orientation and other strategic
business orientations, marketing and competitive strategies could serve as a useful reference for future
research.

Keywords: Market Orientation, Customer Orientation, Competitor Orientation, Inter-functional
Coordination, External Environment, Firm Performance, Tour Firms.

Paper #14: Social CRM – A Paradigm Transformation Through Social Media

Winnie Nyamute, Nidhi Batta
1Lecturer, Department of Finance and Accounting, University of Nairobi, Nairobi, Kenya
2MBA Student, Department of Finance and Accounting, University of Nairobi, Nairobi, Kenya
Email: nyamute@uonbi.ac.ke, nidhibatta@students.uonbi.ac.ke

Abstract
Customer Relationship Management (CRM) is an established concept which is used to manage
customer lifecycle management through various technologies and process oriented tools. This study identifies how
social media can be utilized in the CRM context for improved customer relationship management and to
understand the potential of social CRM in the business environment. Recent changes in customer
relationship theme and putting new media and network-based paradigm into practice makes it imperative
to find how social networks affect CRM. The industry is witnessing a communication revolution that is
traversing from social media to social CRM. This new paradigm – Social CRM – recognizes that instead
of just managing customers, the role of the business is to facilitate collaborative social experiences and
dialogue that customers value. Gi

– Social CRM
– Social Networks
– Social Customer
– Social CRM

more accessible to all Kenyans both women and men.

DTMs as well as credit only MFIs. The policies should also be geared towards making financial services
more accessible to all Kenyans both women and men.

used. The target population comprised 39 MFIs who are members of the AMFI-K. The study adopted a
census study approach and used exclusively secondary data. Data was analyzed using descriptive
statistics. Statistical Package for Social Sciences (SPSS version 21) was used to analyze the data and the
findings presented using frequency tables and charts. Multiple linear regression was used to establish the
relationship between financial deepening and the predictor variable. The study findings established that
MFIs promote financial deepening in Kenya especially because they have contributed to steady increase in
the number of depositors; this shows that more people have access to financial services. The study findings
further established that gross loan portfolio, number of active borrowers and the returns on assets directly
affects financial deepening. This therefore means that both financial growth and increase in outreach
affects financial deepening (access) positively. Due to the important role played by MFIs in financial
inclusion in Kenya, the study recommends that policymakers should come up with policies that promote
the operations of MFIs like regular and mandatory reporting of performance and laws that govern
DTMs as well as credit only MFIs. The policies should also be geared towards making financial services
more accessible to all Kenyans both women and men.

Key words: Microfinance, Financial Deepening & Kenya
decision turn-around times. There was a positive relationship between board composition and firm financial performance, due possibly to that the more the number of independent directors the more the monitoring of the insurance companies. The higher the frequency of board meetings the better the financial performance, this may be due to improved control of the operations of the firm. The study findings confirm the existence of a relationship between corporate governance and financial performance of insurance companies. Ethical behavior of those that direct organizational resources, as cemented by good corporate governance, assists business firms better achieve the objectives that they were established to pursue –financial performance for the benefit of shareholders.

Keywords: Governance, Ethics, Financial Performance, Insurance Companies

Paper #16: The Effect of Broker Corruption on Kenya’s Small Investors

Curtis E. K. Telemaque, Ph.D.,
Managing Partner, Visions Consulting Group, Washington, DC, USA

Abstract: The study examines the impact of stockbroker corruption on Kenyan’s perception of investing using the Nairobi Stock Exchange (NSE). Focus groups conducted in Nairobi were used to observe perspectives and concerns of the NSE from Kenya’s investor and non-investor populations. Secondary research was gathered from in-depth interviews with Kenyan economists, students, and business reporters. Research efforts revealed that there are two distinct types of Kenyan investors: educated and uneducated. Both find stockbrokers and brokerage firms discouraging due to perceptions of rampant corruption within the entire financial services industry. Despite this deterrent, some investors continue to utilize the stock market as an additional vehicle to enhance short-term financial well-being.

Additional analyses show financial market development in Kenya must be accompanied by favorable economic policies, education, transparency, and infrastructure development in order to benefit the majority. Political and economic stability in Kenya will continue to spur growth among its middle working-class; therefore, further investigation of Kenya’s small investors and their investment habits is necessary to gauge evolving understanding of the stock market in national development.

Key words: Kenya, stock exchange, financial market development, stock brokers, financial services industry, financial intermediation, global capital markets, financial deepening.

Paper #17: The Influence Of Strategic Corporate Re-Branding On Customer Satisfaction Among Mobile Service Providers In Kenya

Dr. Justus Munyoki & Gabriel Gikonyo Moangi

Abstract: Re-branding can be described as the practice of creating a new name representative of a differentiated position in the mind frame of stakeholders and a distinctive identity from competitors. In today’s very competitive environment, brand creation is very crucial. Strong brand helps to create the options for growth, break barrier of entry for competitors and consumer loyalty while at the same time helping to command the market share. The mobile industry is one of the fastest growing industries in the Kenya. This study sought to determine the influence of strategic corporate re-branding on customer satisfaction among mobile service providers in Kenya. The study adopted the descriptive cross-sectional survey research design. The target population comprised of customers of all the four mobile service providers in Kenya. 25 customers were selected from each mobile service provider by selecting every 5th customer to visit the shops. Primary data was collected using a questionnaire. Data was analyzed using descriptive statistics, regression and correlation analysis using the SPSS software, and presented through the use of means and averages, percentages, standard deviations, frequencies and regression analysis. The study found that rebranding was very important in relation to customers' level of satisfaction with the findings also indicate mixed relationships between real-time information processing and various supply chain optimization indicators. There was a significant positive relationship between real-time information processing and inventory turnover, ROSCI and number of warranty claims. However, there was no significant relationship between real-time information processing and other indicators. These include: warehousing cost, number of orders with complaints, number of customer complaints, transport cost number of accidents, number of times data malfunctioned among others. The study recommends that supermarkets need to train their staff on the use of these technologies for them to reap maximum benefits. The study also recommends the increase in the use of mobile phones, RFID and internet since they had significant positive relationship with inventory turnover, ROSCI and number of warranty claims.

Key words: Real-Time Information Processing, Supply Chain Optimization, Supermarkets in Nairobi, Kenya.

Paper #26: Virtue Ethics In Marketing Fmgs In East African Common Market

1. Dr. John Yabs; 2. Victor Ndambuki
1. Lecturer, School of Business, University of Nairobi; jyabs@uonbi.ac.ke
2. Lecturer, School of Business, University of Nairobi; victor.ndambuki

Abstract

The existing disparities in ethical standards of Fast Moving Consumer Goods (FMCGs) in East African Countries (EAC) and the ethical difficulties in distribution, is underpinned by little understanding of our ethical needs by manufacturers and distributors. Current production of FMCGs were based on ethical standards formulated elsewhere, and it is only after 2010 that some goods appeared that conform to EAC ethical standards. This study was anchored on environmental dependency theory. We undertook to study the ethical dilemmas facing the producers and distributors of FMGs in EAC from 2005 to 2013. We sampled fifteen manufacturers of FMGs in EAC, ten distributors, and interviewed five border officials in Namanga, Mwaoza, Moroto, Busia and Kigoma. The results of our study indicated that manufacturers produce goods without thorough research on the qualities, aesthetics and ethical considerations. Distributors have little regard to business ethics, forgetting about their moral obligation to our ethical existence as consumers. They are run after profit in whatever means with less regard to customer ethical demands. We posit that there is need to raise ethical awareness in the production of goods and that their distribution in EAC and ethical considerations should be inbuilt at the point of creating the product.

Key words: Fast Moving Consumer Goods; in build ethical considerations; ethical awareness; aesthetics of packaging; ethical goods.
The 5th African International Business and Management (AIBUMA 2014) annual Conference, University of Nairobi, School of Business, Lower Kabete Campus

Paper #24: Motivational Factors Of Gender, Age, Income, Education, And Family Size
On Preference Of Milk Packaging Designs In Kenya

Dr. Raymond M. Musyoka;
Department of Business Administration, Nairobi University, Kenya
Email Address: raymondmusyoka@gmail.com

Dr. Hannah Wanjiku Wambugu;
Kenya Methodist University, Nairobi, Kenya
Email Address: Wambuguhannah@yahoo.com

Abstract
The purpose of this study was to establish whether there is any significance difference in consumers’ frequency of shoppers’ choice for milk packaging design given their different individual characteristics in terms of gender, age, income, education, and family size. Based on Chi-square tests, the study employed a survey design and a primary data set of 1000 consumers of fresh processed milk. The results of this study show that significant difference in preference of milk packaging designs do exist among shoppers of different age, gender, income, education and family size. The study provides empirical evidence on the consumers’ preference for milk packaging designs in Kenya. For the first time, preference of milk packaging designs in Kenya has been investigated. The findings will enable milk processing companies to have better understanding of Kenyans’ preference of milk packaging designs. This understanding could guide their packaging and marketing strategies. Further, the study addresses methodological shortcomings of previous studies where they have not employed statistical methods when investigating whether there are any differences in frequency of choice for milk packaging designs among consumers with different individual characteristics.

Keywords: Packaging, packaging, packaging attributes, design attitude

Dr. Peterson Obara Magetu
Lecturer, Department of Management Science, University of Nairobi, Nairobi, Kenya
E-mail: magutumpc@yahoo.com

Ernest Akello
Lecturer, Department of Management Science, University of Nairobi, Nairobi, Kenya
E-mail: eakello@yahoo.com

Wilbert Chuenya Makori
MBA Student, Department of Management Science, University of Nairobi, Nairobi, Kenya
E-mail: wibertchuenya@gmail.com

Real-time information processing is a management slogan that is spreading across organizations like bush fire. Some companies have implemented the use of real-time information processing and have reaped from what they sowed. The study was conducted to determine the types of real-time information processing used by supermarkets in Nairobi, Kenya; the benefits of real-time information processing; and lastly to establish the relationship between real-time information processing and supply chain optimization. The research adopted a descriptive cross-sectional survey of supermarkets operating in Nairobi, Kenya. The descriptive approach was used to try to find out the types of real-time information processing used in the supermarkets and the benefits of real-time information processing. A sample size of 100 respondents was drawn from a list of 105 supermarkets. Data was collected from the field through use of questionnaires and then analyzed using SPSS and presented in tables and figures. The study revealed that all supermarkets in Nairobi, Kenya, use real-time information processing technology with the following technologies in use: barcodes, mobile phones, internet, RFID, and GPS. The study indicated that two major benefits are accrued through the use of real-time information processing. These are: improved inventory management and increased supply chain visibility and reduction in labor costs. The

service provider and that the service brand name is a very important component of the brand and an important information source to the customer, because service attributes are difficult to communicate via other means. The study found that customer satisfaction is also affected by the advertising theme and that low tariffs had minimal impact on customers’ level of satisfaction. The study also found that customer satisfaction is a key and salient outcome of good marketing practice and that firm's objective during any re-branding should be to either maintain or improve on the satisfaction of its customers.

Keywords: Re-Branding, Customer Satisfaction, Mobile Service Provider

Paper #18: Tangible Resources And Performance Of County Health Services In Kenya

Machuki, V.N, PhD; Dr. Okoth, P.J. 2andArasa, R. M, PhD3
1-Lecturer, School of Business, University of Nairobi, Kenya.
2- Director of Health, Narok County, Kenya.
3- Lecturer, Graduate Business School, The Catholic University of Eastern Africa, Kenya

Abstract
This paper investigated the influence of tangible resources on the performance of county health services in Kenya using resource based view approach. The research collected secondary data of all counties from ministry of health records and reports regarding current tangible resources owned by county health services departments as well as data on performance indicator achievements (over the last three years) then analyzed the relationship between the two variables to identify tangible resources associated and most useful to performance. The findings of this study confirm that there is tangible resource heterogeneity across Kenya’s county health departments that explain performance indicator achievement differentials. Not all resources contribute to superior performance. It’s just some specific resources that are responsible for superior performance. These are the critical strategic resources that the study suggests may be currently needed for improved performance in given health indicators. The study makes a recommendation for an improved approach that uses a composite performance index, a single measure of overall health performance, upon which resources are evaluated. This study that relates health resources with performance has the potential of advancing resource based theory from being a mere theoretical framework to being a practical framework for practicing managers, policy makers and planners in the health sector.

Keywords: Tangible Resource, Resource Based View, Organizational Performance

Paper #19: Social Marketing: Marketers’ Responses to Social Challenges in Kenya

Muriigi ElishibaMuthoni and Thuo John Kuria
1School of Business, Kenyatta University, Nairobi, Kenya
Email: muriigielishiba@gmail.com
2School of Business, Gretsa University, Thika, Kenya
Email: jkuria@thuako.com

Abstract
The advancement of society has brought with it a plethora of social issues that threaten the very survival of the society. However, social marketing provides a set of appropriate responses to societal challenges through the application of commercial marketing theories, tools and techniques aimed at changing people’s behavior for the benefit of individuals and society at an innovative approach to social change. This conceptual study critically evaluates social marketing as an evolving marketing orientation and its application to social challenges in the Kenyan context. The study demonstrates the extent to which the marketing discipline may enhance the effectiveness of corporate social responsibility as an informed approach to promoting social change.

Keywords: Social Marketing, Social Behavior, Social Change, Corporate Social Responsibility

Manufacturing Firms in Kenya: A Moderating Effect of Business Strategy

*Dr. J.R. Busienei1; Prof. P.O.K’Omonyo2; Prof. M.Ogutu3

Respectively, Lecturer and Professors in the Department of Agricultural Economics and Department of Business Administration, University of Nairobi, P.O Box 29053-0625 Nairobi Kenya

Abstract: This paper analyses the effect of business strategy on the relationship between human resource strategic orientation and performance of large private manufacturing firms that were registered members of the Kenya Association of Manufacturers (KAM) as at June 2009. Proper configuration of business strategy and human resource strategic orientation in private manufacturing firms will enable the institutions enhance performance. This was a correlational and descriptive research design. The population of the study was 498 firms and out of these, a sample size of 108 firms was used to collect primary data. The respondents were human resource managers, finance managers and corporate planning managers. Data was analysed using correlation and regression analysis and that the findings indicate strong positive effect of business strategy on the relationship between human resource strategic orientation and performance. Future study should focus on the longitudinal research design, while at the same time consider information technology as either moderating or intervening variables in a bid to enhance robustness of the study. The main contribution of this study lies in highlighting the fact that, proper alignment of business strategy and human resource strategic orientation in private manufacturing firms that are registered members of KAM, enable them enhance performance.

Paper #21: Ethical And Corporate Social Responsibility Issues In E-Commerce In Kenya

Wamwea, George M.
Department of Management Science, School of Business, University of Nairobi, Nairobi, Kenya
Email: georgewamwea@yahoo.com

Abstract: The adoption and growth of internet usage in Kenya has been tremendous over the last two decades. This has been characterized by a proliferation of various online-based electronic commerce (e-commerce) services. However, much as this growth in adoption and usage has created various business opportunities, it has also brought with it a host of ethical and social challenges to corporate entities. This conceptual research paper extensively reviews the key ethical and corporate social responsibility concerns affecting e-commerce in Kenya and suggests an exhaustive framework for handling the challenges. The research offers appropriate analysis of significant import to academics, policy makers and practitioners in the e-commerce industry in Kenya.

Key words: e-commerce, ethics, corporate social responsibility, ICT, Kenya.


Zachary B Awin, PhD.
Keziah Sali

Abstract

Performance management has been adopted both by public and private sectors as a strategic response to competition and market demand, especially to employees in improving service delivery. Performance contract is a broader sector reform intended to improve efficiency and effectiveness thus reducing costs; it entails a range of tools used to define responsibilities and expectations between parties to achieve agreed results on mutual ground. The introduction of performance contract by City Council of Nairobi experienced many challenges most managers were not willing to sign the contract owing to the fact that they did not understand what it entailed, this affected effective delivery of service to the public. The primary objective of this study was to establish management’s perception on performance contract and factors influencing performance contract at the City Council of Nairobi the study was a cross-sectional survey design, primary sources were used to collect data, these data was collected using a semi-structured questionnaire. Descriptive statistics and factor analysis was employed in analysis of the data and the findings showed that the managers perception on PC is not really a uni-dimensional construct, rather it has two elements namely, procedural and organizational aspects, their perception is also influenced by engagement, work environment and management commitment.

Key Words: Management, Perception, Performance, Strategy, Nairobi, Contracting