

CURRICULUM VITAE

NAME: PROF. PETER OWOKO K'OBONYO, PhD

DESIGNATION: Professor (Management)

PERMANENT ADDRESS: P.O. Box 30197 - 00100, Nairobi, Kenya

CURRENT MAILING: School of Business

ADDRESS: University of Nairobi
 P.O Box 30197, Nairobi, Kenya
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DATE OF BIRTH: 25th November 1952

SEX: Male

MARITAL STATUS: Married

NATIONALITY: Kenyan

CITIZENSHIP: Kenyan

HOBBIES: Reading fiction and magazines and playing table tennis.

EDUCATIONAL BACKGROUND

1983 – 1987 PhD (Business Administration), College of Business Administration,
 University of South Carolina, U.S.A.
 Dissertation Topic:
 A Dyadic Upward Influence Process: A Laboratory Investigation of
 the Effect of Subordinates Ingratiation (Praise and Performance) on
 Supervisor- Subordinate Exchange Relationship.

1979 – 1981 Master of Business and Administration (MBA).
 University of Nairobi, Kenya.

Research project: The Development of Trade Unionism in Kenya: A
 Case Study of the Railway African Union.

- 1978 – 1979** Postgraduate Diploma in Management. Eastern and Southern African Management Institute (Arusha, Tanzania).
- 1972 – 1975** Bachelor of Arts (BA) Makerere University, Kampala, Uganda.
- 1970 – 1971** East African Advanced Certificate of Education (E.A.A.C.E.). St Mary's High School, Yala.
- 1966-1969** East African Certificate of Education (E.A.C.E.). Ofafa Jericho Secondary School, Nairobi.
- 1963 – 1965** Kenya Primary Examination (K.P.E.). St Johns Primary School, Nairobi.
- 1959 - 1962** Ligea Primary School, East Ugenya, Siaya District.

ACADEMIC HONOURS, AWARDS AND GRANTS

Received the First Prize for attaining the best aggregate results in Standard One Examinations (all the three terms).

Received the First Prize for attaining the best aggregate results in Standard Two Examinations (all the three terms).

Received the First Prize for attaining the best aggregate results in Standard Four Examinations (all the three terms.)

Received the First Prize for attaining the best aggregate results in Standard Five examinations (all the three terms).

Obtained a prize for being the best student in English language in Standard Seven.
Received the First Prize for attaining the best aggregate results in Form One examinations (All the three terms).

Received the Second Best Prize for attaining the second best aggregate results in Form Two examinations (all three terms).

Received the First Prize for attaining the best aggregate results in Form Three Examinations (all the three terms).

Received the First Prize for attaining the best aggregate results in Form Four Examinations (only first and second terms).

Awarded a Kenyan Government Bursary to study for a Bachelor of Arts Degree at Makerere University, Kampala, Uganda.

Awarded a Kenyan Government Scholarship to study for a Postgraduate Diploma in Management Course at Eastern and Southern African Management Institute. Arusha, Tanzania.

Obtained a scholarship from the Canadian International Development Agency to study for a Master of Business Administration Degree at the University of Nairobi.

Awarded a Fulbright Heys Scholarship to study for a PhD Degree in Business Administration at the University of South Carolina, U.S.A.

EMPLOYMENT HISTORY

A: TEACHING:

Jan 2012 to date Professor of Management, Faculty of Commerce, University of Nairobi

1997 –Dec 2011 Associate Professor of Management, Faculty of Commerce, University of Nairobi.

1989 – 1997 Senior Lecturer: Management and Marketing. Faculty of Commerce, University of Nairobi.

1982 – 1989 Lecturer in Management and Marketing. Faculty of Commerce, University of Nairobi. (NOTE: I was on study leave for PhD studies from September 1983 to September 1987)

Jan – August 1987 Research Assistant. College of Business Administration. University of South Carolina, U.S.A. (while on study leave from University of Nairobi).

May – August 1986 Teaching Assistant, College of Business Administration, University of South Carolina, U.S.A. (while on study leave from University of Nairobi).

B: ADMINISTRATIVE POSITION IN THE KENYAN GOVERNMENT:

April – Sept 1979 Lecturer in Management, Government Training Institute, Mombasa, Kenya

1975 – 1978 District Officer, Rhamu Division, Mandera District.

Jan – June 1972 Untrained Teacher, Ukwala Secondary School.

VISITING LECTURERSHIPS

February 6, 1998 to January 31, 2000:- School of Economics and Management, University of Natal, Durban, South Africa.

ADMINISTRATIVE POSITIONS HELD AT THE UNIVERSITY:

June, 2004 to Jan. 2011 Ag. Deputy Principal, CHSS, University of Nairobi

- Working closely with the Dean and the School Management, we have been able to grow revenue from privately sponsored students in the B.Com. MBA and PhD degree programmes from less than KShs 20million in 2003 to over KShs 2 billion per annum in 2010. Currently, the School of Business is leading revenue generation at the University.
- I have contributed significantly to the growth of the doctoral studies programme at the School of Business. To-date, in a period of about ten years, the school has produced 18 PhD degree graduates, 10 of whom were under my supervision.

February 2011 to-date

- Deputy Principal, College of Humanities & Social Sciences

2000 – 2003

Coordinator, Doctoral Studies Program, Faculty of Commerce, UON

2002 – 2004

Associate Dean, Faculty of Commerce, University of Nairobi

1998 – 2002

Director, Board of Common under Graduate Courses, University of Nairobi.

1991 – 1997

Dean and Senior Lecturer, Faculty of Commerce. My key achievements in this position included:

- The development of a Strategic Plan for the Faculty which formed the basis for the introduction of the module two (part-time) degree programmes and establishment of a consultancy unit and Entrepreneurship Centre.
- Initiated and wrote a concept paper that paved the way for the introduction of a curriculum in Doctor of Philosophy studies by coursework, examination and thesis.

1989 – 1991	Chairman, Department of Business Administration. University of Nairobi.
1988 – 1989	Chairman. Curriculum Committee. Faculty of Commerce. University of Nairobi.
1987 – 1989	Seminars Coordinator. Faculty of Commerce. University of Nairobi.

MEMBERSHIP IN COMMITTEES (UNIVERSITY, COLLEGE AND EXTERNAL)

1987 – 1989	Research and Publications Committee, Faculty of Commerce, University of Nairobi.
1987 – 1989	Representative of the Faculty of Commerce at the College Academic Board (College of Humanities and Social Sciences).
1993	Chairman of the Sub-Committee appointed by the Development, Planning and Establishment Committee, University of Nairobi, to prepare a report on the rationalization of the Administrative Structures and Job Functions of the offices of the Principals, Deans, Directors, Internal Auditor and Chief Medical Officer.
1989 – to-date	Senate, University of Nairobi.
1991 – 2002	Deans Committee, University of Nairobi.
1991	Development, Planning and Establishment Committee, University of Nairobi.
1989	College Academic Board, CHSS, University of Nairobi.
2002 - 2005	Board of Post-graduate Studies (representing CHSS).
2004-to-date	University Management Board (UMB).
1991	College Management Board, CHSS, University of Nairobi.
1982	Faculty Board of Commerce, University of Nairobi.
1982 – 1983	World Bank – sponsored APre-investment Study on Business

Education in Kenya.

- 1992 - 1998** Education and Training Committee, Kenya Chamber of Commerce and Industry, Kenya.
- January 2007-to-date:** Director, Postbank
- 2007 – to-date** Member, Board of Governors, Jera Secondary School, Ugenya District

ACADEMIC AND PROFESSIONAL ACTIVITIES OUTSIDE THE UNIVERSITY OF NAIROBI

- 1989 – 1997** Lecturer and Examiner for the Marketing Society of Kenya.
- 1990** I reviewed a textbook manuscript for Oxford University Press.
- 1990 – 1992** External Examiner. University of Dar es Salaam, Tanzania.
- 1990 – 1997** External Examiner. Jomo Kenyatta University of Agriculture and Technology.
- 1991** I reviewed a textbook manuscript for the East African Educational Publishers.
- 1991 – 1993**
 1. External Examiner, National University of Science and Technology, Zimbabwe.
 2. External Examiner, University of Zimbabwe.
- 1992 – 1997** External Examiner (Agro-Business Courses), Egerton University, Kenya.
- 1991** Examiner, Kenya Accountants and Secretaries National Examinations Board
- 1995 –to-date** External Examiner, Moi University, Kenya.
- 1996 – 1998;
2002 – 2004;
2008-2010** External Examiner, University of Dar es Salaam.
- 1999 –2000** External Examiner, University of Durban Westville, South Africa

1999 – 2000	External Examiner, University of Natal, Petermeritzburg, South Africa
2001 –2002	External Examiner, University of Swaziland
2002 to 2009	External Examiner, Strathmore University
2004 to 2009	External Examiner, Kenyatta University
2005 to date	External Examiner, Africa Nazarene University
2008 to 2010	External Examiner, University of Dar es Salaam
2008 to 2010	External Examiner, Makerere University
2008 to date	External Examiner, Cooperbelt University, Zambia

INTERNAL EXAMINATION OF PhD THESIS

J.M. Chege: Factors that Influence Channel Selection Decisions in Kenya, Unpublished PhD Thesis, Kenyatta University, 1996.

About 10 Ph.D theses at University of Nairobi

EXTERNAL EXAMINATION OF PhD THESES

Lettice K. Rutashobya: Determinants of Retail Price Mark-ups in the Dar es Salaam Region, Unpublished PhD Thesis, University of Dar es Salaam, 1992.

Sababu B.M.: “The Effect of Business Policy on Organizational Performance: The Case of Consumer Cooperatives in Kenya.” Unpublished Ph.D. Thesis, Egerton University, 2000.

Namusonge, G.: Determinants of Growth Orientated Small and Medium Enterprises in Nairobi, Kenya, Unpublished PhD Thesis, Jomo Kenyatta University of Agriculture and Technology, 1997.

Mbugua, G.K.: “An Investigation of Enterprise-based Training and Entrepreneurial Performance: A Case of Industrial and Manufacturing Enterprises in Nairobi – Kenya”, Unpublished PhD Thesis, Kenyatta University, 2008.

Onyango, M.A.: “Determinants of Competitive Performance of Kenyan Small and Medium Enterprises in Food Processing”. Unpublished Ph.D Thesis, Kenyatta University, 2008.

Gachunge, E. M.: “ The Effect of Strategic Management on Organizational Performance on Selected Medium-sized Manufacturing Enterprises in Nairobi, Kenya”. Unpublished Ph.D Thesis, Kenyatta University, 2008.

Ojera Patrick: Impact of Strategic Control Practices and Strategic Orientation on Organizational Performance of Sugar Firms in Western Kenya (2011)

Onyango Victor: “Development of Performance Measurement Model and Instrument for Hostels in Kenya” (2011)

SUPERVISION OF POSTGRADUATE RESEARCH PROJECTS (MBA)

- 1988** George Opondo, A Survey of how Management Consultancy Firms in Kenya Market their Services.
- 1989** Petronilla A. Odour, The Relationships Between Advertising Expenditures and Sales Volume for Selected Kenyan Products.
- 1989** Madhu Sharma, Factors Considered Important by Multinational Firms when Deciding on the Host Country to Invest in: A Case study of Kenya.
- 1990** Margaret A. Ombok. Factors that Determine Entrepreneurial Behaviour: A Study of Small Scale Enterprises in Kisumu Town, Kenya.
- 1990** Stephen M. Nzonzi, An Investigation of Market Share Analysis Among Manufacturing Firms Located in Nairobi.
- 1990** Moses Ngesa, A Comparative Study of the Perceptions of Bank Customers and Bank Management of the Importance of Retail Commercial Banking Attributes.
- 1991** Peter N. Kithunga, Factors Influencing Product Innovation Among Medium and Large Manufacturing Firms in Kenya.
- 1991** Suneeta Prabhakar, The Effect of Locus of Control on Organizational Commitment.
- 1991** Sera C. Mwanzi. Diversification Strategy and Performance: A Case Study of the Kenyan Life Insurance Industry.
- 1992** Muene Mutiso, The Effect of Organizational Structure on Job Satisfaction: A study of Paramedical Staff at Kenyatta National Hospital.
- 1992** Ruth A. Odera, Factors that Determine the Decision to Integrate Vertically: A study of Manufacturing Firms in Nairobi, Kenya.
- 1995** Jemima Muturia, Factors Influencing Credit delivery to

- 1997** Justus M. Munyoki, Analysis of Factors Affecting Pricing Strategies of Selected Consumer Goods in the Retail Market: A Case study of Supermarkets in Nairobi, Kenya.
- 2000** Ochieng: A Comparative Study of the Application of Societal Marketing Concept by Firms Dealing in Socially Stigmatized and Non-Stigmatized Products.
- 2000** C.K. Kilaho: Understanding Hospice Volunteer Markets in Kenya.
- 2001** Isaboke, S.M. "Strategic Response by Established Oil Companies in Kenya to the threat of New Entrants."
- 2001** Mathenge, N.W. "An Investigation of Factors Affecting Upward Mobility of Women in the Banking Industry in Kenya."
- 2001** Ngolovoi M.S. "An Investigation of Perceived Social and Psychological Effects of Performance Appraisal in selected Donor Organizations In Nairobi
- 2001** Njau, M.M. "Human Resource Managers Attitude towards Affirmative Action directed at women.
- 2001** Rimberia, C.K. "A Study of the Extent to which Kenyan Firms Apply Flexible Work Systems."
- 2001** Mwangi D.I. "A survey of the value-chain management practices in The relief and development NGO's operating in Nairobi.
- 2002** Ndungu B.M. "An investigation of the link between Human Resource Systems, Business Strategy Implementation and Performance in Publicly Quoted Companies in the NSE
- 2002** Karimi J.W. An Investigation into the Problems experienced by Managers in Managing the Survivors of Downsizing Process.
- 2002** Warasame A. "Strategic Management Practices by NGOs in Kenya.
- 2002** Opera David. "Teachers motivation in Public Secondary Schools.
- 2002** Kariuki R. "The use of assessment centers by multinational auditing Firms in Kenya
- 2002** Obiye J.L. "A survey of preferred methods, rates and uses of

Performance appraisal by employees in selected tertiary
Public institutions in Nairobi.

- 2002** Mahinda w. “The influence of organizational culture on Human Resource Practices
- 2002** Njihia D. “A survey of barriers to women’s participation in trade unions and how Unions Address issues that are specific to women members.
- 2002** Serem S. “A study on the outsourcing of Human Resource Management Activities by the Commercial Banking Industry in Nairobi.
- 2002** Murambi A. “Human Resource Policy Responses to the HIV/AIDS Pandemic: A survey of Insurance firms in Kenya
- 2002** Kimata S.N. “Factors considered by Kenyan firms when deciding to establish subsidiaries/branches in Uganda & Tanzania.
- 2002** Mugwere L.N. “A survey of factors that are associated with work stress and its management.
- 2001** Munuve L. “A survey of customers’ perceptions of fuel cards offered by Firms in the Kenyan oil industry.
- 2003** Mutuku C.M. “Managerial attitudes toward workforce diversity and its Management. a case study of the telecommunications sector in Nairobi, Kenya.
- 2003** Wasike F.O. “Factors influencing responses to the threat posed by HIV/AIDS. A survey of the motor vehicle industry in Kenya.
- 2003** Miyumo r.m. “Change management practices in TQM implementation. A survey of ISO 9000 certified firms in Kenya.
- 2003** Mwindi P.K “A survey of the success of the application of undated diversification as a competitive strategy by the Major oil companies in Kenya
- 2003** Gumato U. “Survey of the relationship between the perceived empowerment and Job satisfaction of employees in commercial banks in Nairobi
- 2003** Mairura J. “A survey of teachers’ level of satisfaction with changes

resulting from reengineering of services by TSC

- 2003** Tiren S.C. "A survey of the use of IT in Human resource Management in the Banking sector in Nairobi, Kenya.
- 2003** Koech C.M. "Career development and job satisfaction. A survey of Managers in Commercial Banks in Nairobi
- 2003** Githendu M.N. A survey of the strategic response of the Pharmaceutical industry to the increase in the bargaining power of Health Management Organizations (HMO)
- 2003** Katuu J. "A survey of factors considered important in merger & Acquisition Decision by Kenya based firms.
- 2003** Kiura M. "Integrating supply chain Mgt and Enterprise Resource Planning Systems: A Survey of Supermarkets in Kenya.
- 2003** Muriuki D.K. "A survey of effectiveness of positioning strategies of Kenya's Tourism Industry.
- 2003** Maina N.T. "Risk based capital standards & Bank Portfolio Risk
- 2003** Amimo H.C.O. "The relationship between performance Mgt. Principle & Firm Performance: A survey of Companies quoted In the NSE
- 2004** Wasuna Ruth. "Effects of Decentralization on the Delivery of HealthCare Services. A Survey of the Perceptions of Hospital Staff and Patients of selected Provincial Government Hospitals in Kenya.
- 2004** Amulyoto A.L. "Addressing the Agency Problem Among NGOs dealing with Refugees in Kenya.
- 2004** Gacheri M. "A Survey of the Criteria used by Commercial Banks in Kenya to Determine Employees to Retrench.
- 2004** Nyaberi J.P.L. "Analysis of Government's Political Interference in Strategic Decisions & Actions at KCC.
- 2004** Okode Eunice. "Application of Differentiation Strategy in Commercial Banking in Kenya.
- 2005** Abwayo B.A. Kagonya. "The Psychological Contract, Organizational Commitment and Job Satisfaction. A Study of Commercial Banks in

Nairobi.

- 2005** Busienei J. R. “A Study of the Moderating Effects of Trade Union Membership on Employee Perceptions of Job Security and Fair Treatment by MGT in the Manufacturing Industry in Kenya.
- 2005** Komen H. Chebet. “A Survey of the Extent of Outsourcing of HRM Functions by the Public Service in Kenya.
- 2005** Mary Anne Ndonga. “Factors that affect Demand for HealthCare Services in Nyeri District.
- 2005** Mbuthia J.W. “Relationship between Flexible Work Practices and Organizational Performance. A Survey of Advertising Agencies in Kenya.
- 2005** Misigo Gordon. “Employee Benefits as a Competitive Human Resource Strategy. A Survey of the Telecommunications Sector.
- 2005** Murage Njogu B. “A Survey of Relationship between Strategic HRM Practices & Performance of firms quoted in the NSE.
- 2005** Mutemi D. “A Survey of the Occupational Health & Safety Programs Adopted by Chemical Manufacturing firms in Nairobi.
- 2005** Mwaniki Z. “Risk & Investment in the Provision of Entrepreneurship Training. A Case Study of Training Providers in Nairobi.
- 2005** Nafula Pamela. “A Survey of Human Capital Practices among Sugar Companies in Kenya.
- 2005** Ndungu Grace W. “A Survey of Managers Attitudes towards Employees Empowerment in selected Oil Companies in Kenya.
- 2005** Owuor Millicent. “The Implementation Process of Performance Appraisal in Large Manufacturing firms in Nairobi.
- 2006** Boen Francesca. “Relationship between Employee Participation in Decision-Making & Motivation. Survey of Commercial Banks in Kenya.4
- 2006** Esther W. Njoroge. “Factors considered in Downsizing Decisions. Analysis of selected Kenyan firms using Generic Competitive Strategy Framework.

- 2006** Gladys A. Abuti. "A Survey of the Factors that are associated with Staff Turnover in Broadcast Media Homes in Kenya.
- 2006** Lagat Catherine. "A Survey of the Extent of use of Electronic Recruitment by State Corporations in Kenya.
- 2006** Langat K. Sophie. "Factors necessary for the Design of Good Performance Contracts for State Corporations in Kenya.
- 2006** Madhino Irene. "Benefits & Challenges of Outsourcing HR Activities . A Survey of Commercial Banks in Kenya.
- 2006** Meso Beatrice. "Tactics Adopted by Female Managers in Kenya's Energy Sector to deal with Challenges they face by Virtue of their Gender.
- 2006** Mutunga J. M. "The Response of Trade Unions to Challenges posed by Conditions of Work at the EPZ.
- 2006** Ochieng B. A. "A Survey of School Senior Manager's Perceptions of Performance Management Systems in Schools offering BNC in Nairobi.
- 2006** Oluoch Prisca. "Diversity Mgt Practices of Commercial Banks in Kenya.
- 2006** Opande Ogot. "The Relationship between Org. Culture, Strategy & Performance. A Survey of Companies listed in the NSE.
- 2006** Owino Brenda. "A Survey of Training & Development Practices Applied by International NGOs operating in Nairobi.
- 2006** Thuo D. Murunyu. "A Survey of Factors that Influence the Corporate Social Responsibility Behaviour of Commercial Banks in Kenya.
- 2007** Alice W. Richu. "A Survey of Teachers Perception of Performance Appraisal Practices in Public Secondary Schools in Nakuru District.
- 2007** Ambata Caroline. A Stakeholder Approach to Training Program Evaluation. A Study of KBS.
- 2007** Angulu Damaris. "Response Strategies to Challenges posed by Electronic Trading System at the NSE. A Survey of Stock Broking Firms.
- 2007** Awori B. Wandede. "Performance Appraisal Practices in State

Corporations in Kenya.

- 2007** Beatrice A. Odundo. "The extent to which KRA satisfied conditions necessary for introducing & Implementing Performance Contract.
- 2007** Gichohi Beatrice Wangari. "The Influence of Competitive Strategies on the Performance of Hair Salons in Nairobi.
- 2007** James Sawega. "Determinants of the choice of a career in Teaching. A Survey of Students Enrolled in Educational Degree Programs at KU & UON.
- 2007** Jane Were. "A Survey of Factors Influencing Strategic Responses by State Corporations to Changes in the Environment.
- 2007** Kang'ethe Jane Karimi. "Influence of Learning Organizations on Job Satisfaction. A Survey of Employees in Organizations for Disabled Persons in Nairobi.
- 2007** Kizito. Syengo. "Relationship between Pay, Job Satisfaction & Organization Commitment. A Survey of Employees of Kenya State Corporations.
- 2007** Monari Fronica. "Factors Influencing Employee Perception of Empowerment. A Case Study of the UON Staff.
- 2007** Njenga I. Kariuki. "Relationship between HRM Practices, Job Satisfaction, Organizational Commitment & Performance of Public Secondary Schools.
- 2007** Njirithia Dorothy Kaari. "Strategic Responses of Public Development Financial Institutions in Kenya.
- 2007** Njoroge Sophia Wanjiru. "A Survey of Factors that Influence Employee Retention in Manufacturing firms in Nairobi.
- 2007** Ochuka Joshua Onyango. "Cross Cultural Training for Kenyan Expatriate Managers. A Survey of Practices Among Kenyan Manufacturing firms.
- 2007** Oliko A. Mashaka. "Human Resource Audit & Corporate Performance. An Empirical Study of the Companies Listed in the NSE.
- 2007** Patricia A. Oluoch. "A Survey of the Relationship between Performance

Appraisal Practices, Motivation & Job Satisfaction of Employees of Commercial Banks in Nairobi.

- 2007** Patrick K. Opisa. "Response of Kenyan State owned Enterprises to declining opportunities for Employees Promotion.
- 2007** Samuel Kaloki. "Response of Survivors to the effects of Downsizing. A Comparative Analysis of the Public & Private Sectors.
- 2008** Iga Mary Goretti. "Human Resource Audit Practiced and Corporate Performance: A Survey of Commercial Banks in Nairobi.
- 2008** Jematia Anne Tuitoek. "Performance Appraisal Practices among Mass Media Houses in Kenya.
- 2008** K'angira Paul Were C. "Conditions necessary for the Implementation of Performance Contracts Strategy: The Case of the Kenyan Judiciary.
- 2008** Kaburu Zipporah N. "The Relationship between Terms and Conditions of Service and Motivation of Domestic Workers.
- 2008** Kanyi Rachel N. "A Survey of Factors that Influence Human Resource Outsourcing Decisions by Government Technical Training Institutions in Nairobi, Kenya.
- 2008** Kerretts Patricia Jepkemoi. "Factors considered important in the Implementation of Performance Contracts: A Survey of Kenyan Parastatals.
- 2008** Kibanga Susan W. "Change Management Strategies used by AON Minet Insurance Brokers Limited (Kenya).
- 2008** Kilonzi Linnah Ngute. "Recruitment Practices, Job Satisfaction and Employee Retention in the Kenyan Manufacturing Sector.
- 2008** Kimeu Victoria W. "Relationship between Realistic Job Preview and Employee Job Satisfaction: A Survey of Management Employee to Commercial Banks in Kenya.
- 2008** Kiruthu Lucy Njoki. "Factors Influencing Implementation of Performance Contracts: A Survey of the Five Most Improved Ministries in Kenya.
- 2008** Kitonyi Samson. "Response Strategies to External Environment: A Case Study of Postal Corporation of Kenya (PCK).

- 2008** Lwangasi Mary M. "Relationship between Empowerment and Job Satisfaction: A Survey of Employees in the Non-Governmental Sector in Kenya.
- 2008** Macharia Elizabeth Wairimu. "Challenges faced by the Co-operative Bank of Kenya in Integrating Balanced Scorecard in the Performance Management Process.
- 2008** Masiga Jane. "The Relationship between Strategic Planning Intensity and Financial Performance of Commercial Banks in Nairobi.
- 2008** Mbogo George Githinji. "Determinants of Employee Dropout in Corporate Web-based Learning: A Case Study on Hilton Hotel Nairobi.
- 2008** Murgor Jennifer Jepketany. "Factors Influencing Implementation of Performance Contract among Financial and Commercial State Corporations in Kenya.
- 2008** Namatsi Josephat. "Implementation of Restructuring Strategy at Kenya Airways.
- 2008** Ngema Charles Opeyio. "Strategies used by State Corporations to manage problems experienced by the Survivors of Retrenchment: A Survey of State Corporations in Nairobi.
- 2008** Nguku Caroli Mukunga. "Strategic Human Resources Management Practices among Classified Hotels in Kenya.
- 2008** Ntuara Stanley Therenca. "A Survey of the Relationship between Job Satisfaction and Organizational Performance of Companies listed on the Nairobi Stock Exchange, Kenya.
- 2008** Oginda Florence. "The Relationship between Training and Employee Empowerment: A Case Study of Kenya Electricity Generating Company Limited (KENGEN).
- 2008** Omoro Mollyne Anyango. "Strategic Human Resource Management Practices and Firm Performance: A Survey of the Banking Sector in Nairobi.
- 2008** Onyonka Salome Kwamboka. "Extent to which firms align their Training and Development Programmes to their Business Strategies: A Survey

of Large Manufacturing Companies in Nairobi.

- 2008** Wandera Stephen O. “Relationship between Organizational Learning and Performance: A Survey of Insurance and Reinsurance Companies in Kenya.
- 2009** Gachugu Joyce Gathigia. “The Relationship between Practices and Job Satisfaction at the Cooperative Bank of Kenya.
- 2009** Gichohi Rosemary Wanjiru. “A Study of the Relationship between Job Satisfaction and Stress at the Government Press in Kenya.
- 2009** Gitau Anne Nyambura. “A Case Study of Davis and Shirtliff Response to Challenges of Expansion on to Regional Markets.
- 2009** Kanakeh Josyline Kanana. “Employees Perceptions of Factors Influencing Job Turnover in the Insurance Industry in Kenya.
- 2009** Kimathi I. K. Mwiti. “A Survey of the Relationship between Corporate Social Responsibility and Competitive Advantage in the Oil Industry in Kenya.
- 2009** Kiptui Kebut John. “The Role of Organizational Culture in the Relationship between Strategy and Performance of Commercial Banks in Kenya.
- 2009** Kyengo Ruth Mueni. “A Survey of the extent of Adoption of Blue Ocean Strategy by Mobile Content Providers in Kenya.
- 2009** Middii Roselyne Atieno. “A Survey of the Relationship between Human Resource Management Practices and Performance of Small Scale Manufacturing Firms in Nairobi.
- 2009** Mutunga Catherine Ndanu. “Factors that contribute to the level of Employee Engagement in the Telecommunications Industry in Kenya: A Case Study of Zain Kenya.
- 2009** Mwangangi Mary Katunge Mutunga. “A Survey of Factors Influencing Success of Performance Contract Implementation by Public Corporations in Kenya.
- 2009** Mwangi Winnie Wanjiru. “Relationship between Human Resource Planning and Labour Turnover among Macro Finance Institutions in Kenya.

- 2009** Ndaire Elizabeth. “Perceived Benefits of Workforce Diversity Policies and Practices: A Case Study of Hilton Hotel, Nairobi.
- 2009** Ntarangwi Florah. “Relative Importance of Factors Influencing Job Satisfaction among Safaricom Retail Centre Agents in Nairobi.
- 2009** Nyagiloh Kenneth Ateng’. “Turnaround Strategies adopted by the new Kenya Cooperative Creameries Limited.
- 2009** Nzuki Mathew Kimolo. “A Survey of Due Diligence Practices among Kenyan Firms involved in Corporate Acquisition, January 2003 – March 2009.
- 2009** Ochira Rodah Adhiambo. “The Influence of Restructuring on Employee Job Satisfaction and Empowerment: A Case Study of Kenya Railways Corporation.
- 2009** Omari Edith Nyaboke. “A Survey of the Relationship between Information Sharing and Firm Performance among Large Manufacturing Firms in Nairobi.
- 2009** Onyango Isaiah Ochanga. “Response by Kenya Pipeline Corporation to Challenges it faced in Implementing Strategic Change.
- 2009** Sagwe Graham Rioba. “Human Resource Procurement and Retention Strategies used by Commercial Banks in Nairobi.
- 2009** Wairegi Margaret Warigia. “A Survey of the Influence of Competitive Strategies on Performance of Oil Firms in Kenya.
- 2009** Wanyui James Macharia. “A Survey of Factors that Influence Success of the Implementation of the Performance Contracting in the Kenyan Civil Service.
- 2010** Anzemo Alice Biketi. “Employee Participation in Performance Management:A case Study of Nzoia sugar Company.
- 2010** Gitau Adrian Peter Kihoi. “Factors Influencing Effectiveness of Strategic Change at the Kenya National Assembly.
- 2010** Ikiama Alice W. “Benefits and challenges of Workforce Diversity Management:A case Study of Consultative Group on International Agricultural Research (CGIAR) centers in

Kenya.

- 2010** Japheth Irene Kathini. "Relationship between Employee Procurement Strategies and Retention: A survey of Investment Banks in Kenya."
- 2010** Karimi Mary Muthoni. "Use of Balanced Scorecard in strategy Development: A case Study of Safaricom Limited."
- 2010** Kariuki Caroline Nyambura. "Factors Influencing Strategic Change at the Cooperative Bank of Kenya Head office."
- 2010** Kimani Rachel Wanjiru. "Management Development Practices and Management Competencies among Managers in Commercial Banks in Kenya."
- 2010** Maina Pasqualina Wangui. "Factors affecting Career Mobility of Women to Executive Positions in the Kenyan Civil Service."
- 2010** Makau Mary Mumbua. "Psychological Contract and Organizational Commitment among Customer Care Representatives (CCR'S) at Safaricom Limited, Nairobi, Kenya."
- 2010** Malachy Tom Otieno. "The Influence of Corporate Strategies on Services outsourced: A survey of the Kenyan Commercial Banks."
- 2010** Matilu Caroline Mino. "Competitive Strategies and Human Resource Management Practices Adopted by the Insurance Companies in Nairobi, Kenya."
- 2010** Mauti Jerry Maosa. "The Influence of Competitive Strategies on the Performance of International Schools offering the British National Curriculum (BNC) in Nairobi, Kenya."
- 2010** Mugaruro Jane Njoki. "Perceived Effectiveness of Workplace HIV/AIDS Management Programmers: A survey of Kenyan State Corporations"
- 2010** Mugwe Alice Gathii. "Teachers Perceptions of Performance Appraisal Practices in Public Secondary Schools in Limuru District."
- 2010** Muia Margaret Kithei. "Human Resource Audit Practices among Government Ministries in Kenya."
- 2010** Muigai Lucy. "The Relationship between Employee Demographic Attributes

and Job Satisfaction: A survey of Technical Training Institutes in Nairobi.

- 2010** Munyasi Neddy Nanjala. “Challenges of Innovative Strategy: A case Study of M-PESA Product introduced by Safaricom.
- 2010** Mutune Penelope Wamuyu. “Evaluation of Customer and Revenue Strategy Framework Adopted by Kenya Revenue Authority.
- 2010** Mwangi Jacqueline K. “Employee Job Satisfaction and Quality Commitment at the Headquarters of Kenya Pipeline Company.
- 2010** Nambaka Fridah Kelvin. “The Relationship between Employee Psychological Contract and Organizational Citizenship Behavior at the National Social Security Fund in Nairobi.
- 2010** Ndungu Josephine Muthoni. “Factors that Influence Change Management Strategies at Plan International, Kenya.
- 2010** Njenga Esther Waithira. “A survey of the Perceptions of Managers on the Relationship between Devolution of Strategic Planning and Performances in the Soft Drinks Industry in Kenya.
- 2010** Ongele Rose Wanda. Strategic Responses by Life Insurance Companies in Kenya to the Threat of New Entrants and New Products.
- 2010** Osoro Rose Bosibori. “Employees’ Perceptions of Psychological Contract Violation Following Implementation of Performance Contract at the Kenya Forestry Research Institutes.
- 2010** Otieno Pamellah Atieno. “The Influence of Job Satisfaction and Organizational Commitment of Women Employees at the Commercial Banks in Kisumu City, Kenya.
- 2010** Otunga Silvia Itembe. “A Study of New Employees’ Psychological Contract at Kenya Bureau of Standards, Nairobi.
- 2010** Wairia Rosemary Wangui. “Challenges of Strategic Plan Implementation: A case Study of the Kenya Roads Board.
- 2010** Wambugu Joel Kireru. “Relationship between Employee Commitment and Job Performance: A Study of the Kenya Institute of Surveying and Mapping (K.I.S.M.).

PhD THESIS SUPERVISION (COMPLETED) – AFTER APPOINTMENT AS ASSOCIATE PROFESSOR

1. Kaloki, Philip: The Effects of Culture on Management Practices of Multinational Corporations in Kenya (2002) (With Prof. E. Aosa)
2. Mbwambo, A.H.: Strategies and Firm Level Institutions in Small Firm Performance: The Case of Small Firm Garment Enterprises in Tanzania (With Prof. McCormick) (2005)
3. Bakunda, Geoffrey: Management Competence and Firm Internationalization in Uganda (registered at Makerere University)(2004) (With Prof. Munene)
4. Ntayi, Joseph: Career Resilience and Salesforce Performance in the Banking Sector in Uganda (registered at Makerere University) (2004) (With Prof. Munene)
5. Awino Zachary Bolo: Supply Chain Linkage Strategy and Performance of Large Private Manufacturing Companies in Kenya. (2007) (With Dr. M. Ogutu)
6. Kidombo Harriet: Human Resource Strategic Orientation, Organizational Commitment and Firm Performance in Large Private Manufacturing Firms in Kenya. (2007) (With Dr. Martin Ogutu and Prof. Porkaryal).
7. Oloko Margaret A: The Influence of Power Distance on the Relationship between Empowerment and Performance: A Study of Multinational Companies in Kenya. (2008) (With Dr. Martin Ogutu)
8. Waweru, S.A. Maina: Competitive Strategy Implementation and its effect in Large Private Sector Firms in Kenya. (2008)(With Prof. Aosa and Prof. Kibera)

9. Ongore Vincent Okoth: Effect of ownership structure, Board Effectiveness and Managerial Discretion on Performance of Listed Companies in Kenya. (With Dr. Ogutu)
10. Kagiri Robert Mwhia: Knowledge Management Strategy, Organizational Competence and Competitiveness in Kenya's Commercial Book Publishing Industry." (2008) (With Prof. Porkaryal)
11. Arasa Robert: Strategic Planning, Employee Participation and Firm Performance in Kenya's Insurance Industry." (2008) (With Prof. Aosa)
12. Kandie Paul Yatich: The Influence of Organizational Strategy and Institutional Factors on Performance of Small and Medium Enterprises (SMEs) in Kenya. (2009) (With Dr. M. Ogutu)
13. Chiyoge B. Sifa: Influence of Core Competencies on the Relationship between Core-alignment Variables and Performance of Profit-oriented Parastatals in Kenya. (2009) (With Dr. Ndemo, Dr. Gakuru and Dr. Iraki)
14. Gachunga, H.W. Gachoka: The Effects of Performance Management Systems on Perceptions of Organizational Justice in State Corporations in Kenya. (2010) (With Prof. Porkaryal)
15. Maalu, Jackson Kivui: Family Business Succession Strategy and Performance of Small and Medium Scale Enterprises in Nairobi, Kenya. (2010) (With Prof. McCormick)
16. Dimba Beatrice Akong'o: The Influence of Employee Cultural Orientations on the Relationship between Strategic Human Resource Management Practices and the Performance of Large Foreign Multinational Manufacturing Organizations in Kenya. (2010) (With Dr. Ruth

Kiraki)

17. Njuguna John: Interactive Effect of Human Resource Strategy, Employee Commitment and Manufacturing Strategy on the Performance of Large Manufacturing Firms in Kenya. (2007) (With Dr. Mukulu)
18. Machuki, Vincent: Environment-Strategy co-alignment and Performance of Publicly Quoted Companies in Kenya. (2011) (With Prof. E. Aosa)
19. Thuo Kuria: The Influence of Customer Relationship Management Practices on Competitiveness of Commercial Banks in Kenya. (2011) (With Prof. F. N. Kibera)
20. Lishenga Josephat: The Profitability of Momentum Trading Strategies in Emerging Markets: Evidence from Nairobi Stock Exchange. (2011) (With Dr. Rese Ngugi)
21. Gitonga Purity: Effects of Organizational Culture, Leadership and Demographic Factors on the Relationship between Emotional Intelligence and Leader Effectiveness in the Banking Sector in Kenya. (2012) (With Prof. Ogutu and Prof. Porkaryal).
22. Omari Stella: The Influence of Contextual and Cognitive Factors on the Relationship between Age, Locus of Control and Employee Outcomes in Kenyan Public Corporations. (2012) (With Dr. H. Kidombo).
23. Karimi Eunice: The relationship between people-oriented capital and Competitive Advantage of ISO Certified Firms in Kenya. (2012) (With Prof. Martin Ogutu).
24. Mutoria Jemimah: Influence of Power Distance and Information Technology on the relationship planning between Strategic Planning and Firm Performance of Commercial Banks in

Kenya” (2012).

25. Odadi Wilson: Organizational Restructuring and Employee Quit Decision Process in Kenya (2012) (With Prof. Martin Ogutu).
26. Kilika James: Institutional context, Collaboration, Human Resource Development and Performance of Universities in Kenya (2012) (With Prof. Martin Ogutu and Dr. James Munyoki).
27. Mutuku Cecilia: Organizational Culture, Diversity Management Strategies, Top Management Team Diversity and Performance of Commercial Banks in Kenya” (2012) (With Dr. Z.B. Awino).
28. Kinoti Mary:

SELECTED ON-GOING PhD THESES SUPERVISION

Busienei John: The Effect of Business Strategy and Organizational Structure on the Relationship between Human Resource Strategic Orientation and Performance of Large Private Manufacturing Firms in Kenya (Submission stage)

Articles published in refereed Journals after appointment as Associate Professor

K’Obonyo, P.O., Busienei, J.R., Ogutu, M. (2013): The effect of human resource strategic orientation on performance of large private manufacturing firms in Kenya. Prime Journal of Business Administration and Management. Vol.3 Issue 1. Pp822-833.

K’Obonyo, P. O, Arasa, R. 2012. The Relationship between Strategic Planning and Firm Performance. International Journal of Humanities and Social Science. Vol. 2(Special Issue):201-213.

K’Obonyo, P., M’Nchebere G.K. 2012. The Predictive Value of Contextual Factors on Corporate Performance in Kenya. Prime Journal of Business Administration and Management. Volume 2(Issue 10):709-725.

K’obonyo, P.O, Monari ,F., & Agnes, A. 2012. The Influence of Time Management Tendencies on the Relationship Between Employee Empowerment and Organizational Performance: A Study of the University of Nairobi Employees, 9 July. AIBUMA.

- Awino, Z. B., Lorika, J., K'Obonyo, P.O (2011): Effects of the value Chain Strategy in Selected Producer-owned Dairy Groups in Kenya. *Business Administration and Management*. (BAM), vol, (3) pp 93-100
- Awino Z.B., Wandera, R.W., Imaita., L., K'Obonyo ,P.O (2011) Challenges facing the Implementation of Differentiation Strategy in Operations of Mumias Sugar Company Limited. *Business Administration Management (BAM)* vol. 1, Issue 5, pp.149-153
- Ongore V.O, and K'Obonyo, P.O. (2011) Effects of Selected Corporate Governance Characteristics on Firm Performance: Empirical Evidence from Kenya. *Journal of Economics and Financial Issues*, Vol,1 no.3 pp 99-122
- Mugambi, and K'Obonyo P.O (2011) Market Strategy and Corporate Performance: The Contextual Application of PIMS Principles in Kenya. *DBA Africa Review*, Vol 1, no. 1
- Ongore V.O, K'Obonyo P.O. and Ogutu M. (2011): Implications of shareholder Types on Financial Performance: Empirical Evidence from listed Companies in Kenya. *International Journal of Humanities and Social Sciences*, vol.1 no. 13 [special issue-September 2011]
- Machuki V.N and K'Obonyo P.O. (2011). Organizational Strategic Behaviour and Performance of Publicly Quoted Companies in Kenya. *Business Administration and Management* vol, 1 (7), pp 219-232
- K'Obonyo, P.O. (2002) Advertising Practices and the Marketing Philosophy: A critical Examination of Fear, Aggression and Subliminal Messages. *East African Management Review Journal*, Vol. 1(1) 20-35.
- K'Obonyo, P.O. (2001) Gender Differences and the Effect of Health Warnings and legislation on cigarette smoking: *The African Journal of Finance and Managment*, Vol. 9, No. 2, 65-77.
- K'Obonyo, P.O. (2001). "The Rise of Shopping Malls: From Shopping Centres to Mega Markets." *SOKONI, Journal of the Marketing Society of Kenya*, July/August, 12-18.
- K'Obonyo, P.O. (2001) "Overview of Human Resource Situation in Kenya." *Business Investment Insight*, Vol. 1.3, 18 – 19.
- K'Obonyo, P.O. (1999). "Small Enterprise Development in Kenya: A Critical Examination of Macro Institutional setting and Policy Framework." *Nairobi Journal of Management* Vol.5, 1999, 1-22.

K'Obonyo, P.O. (2000). "Liability of Size and Age: Some Evidence from Micro and Small Enterprise (MSE) sector in Kenya." *Makerere Business Journal*, 48 – 53

K'Obonyo, P.O. (1998) "Consumer Motive and Trends in Cigarette Smoking: Implications for Public Policy" *Nairobi Journal of Management*, Vol. 4, 44-57.

K'Obonyo, P.O. (1998). "The Emerging Paradigm of Human Resource Management." *Nairobi Journal of Management*, Vol. 4, 76-88.

Articles in Journals before appointment as Associate Professor

K'Obonyo, P.O. (July, 1997). Team Building as a Management Technique. *Banking Times*, pp.19.

K'Obonyo, P.O. (November, 1996). Management of Social Services: Examples from the Health Sector. *Medicus*, vol. 15, No. 1, pp.6-12.

K'Obonyo, P.O. (1996). The Future of Mortgage Financing in Kenya. *Marketing Review*.

K'Obonyo, P.O. (1996). The Effect of Subordinate Attraction on Leader Behaviour: A Laboratory Study of the Upward Influence Process in Organizations. *Nairobi Journal of Management*, vol. 1

K'Obonyo, P.O. (1996). Severity of Consequences for the Leader and Subordinates Work History as Determinants of Leader Attribution. *Nairobi Journal of Management*, vol. 2.

K'Obonyo, P.O. and Ruth Odera (1996). Factors that are Important in Vertical Integration Decisions: A Study of Kenyan Manufacturing Firms. *Nairobi Journal of Management*, vol. 1. (Referred)

K'Obonyo, P.O. and Serah C. Mwanzi (1996). Diversification and Performance: A Case Study of the Kenyan Insurance Industry. *Nairobi Journal of Management*, vol. 2.

K'Obonyo, P.O. (June, 1995). The Entrepreneurial Context of Strategic Management. *Students Finance*. Vol.1 pp.10-12.

K'Obonyo, P.O. (June, 1995). Relationship Between Corporate Culture and Corporate Strategy. *Banking Times*. Vol.2. pp.12-14.

K'Obonyo, P.O. (July, 1989). Importance of the Principles of Management to

Managers. Journal of the Kenya Institute of Management.

K'Obonyo, P.O. (July, 1989). Effective Seminar Presentation: Notes for Managers. Journal of the Kenya Institute of Management.

K'Obonyo, P.O. (February, 1989). Two Factor Theory of Motivation Revisited. Journal of the Kenya Institute of Management.

K'Obonyo, P.O. (December 1988 – February, 1989). Probability Sampling : Is it Always Desirable? Student Accountant, University of Nairobi.

K'Obonyo, P.O. (November, 1988). Personality Characteristics in Personal Selling. Marketing Review.

K'Obonyo, P.O. (September, 1988). Motivating Employees: Guidelines for Managers. Journal of the Kenya Institute of Management.

K'Obonyo, P.O. (August, 1988). How to Choose an Appropriate Career. Journal of the Kenya Institute of Management.

K'Obonyo, P.O. and Weber, Y. (1987). Organisational Environment and Performance Relationships: A Review of the Literature. The Proceedings of the 1987 Convention of the South-Eastern Decision Sciences Institute, USA

K'Obonyo, P.O. and Weber, Y. (1987). The Effects of Job Level and Cultural Background on Need Importance. The Proceedings of the 1987 Convention of the South-Eastern (U.S.A.) Decision Sciences Institute.

K'Obonyo, P.O. and Weber, Y. (1987). A Conceptual Framework for Staffing General Managers. The Proceedings of the National Convention of the Academy of Management (U.S.A.).

Book and Book Chapter (after appointment as Associate Professor)

K'Obonyo, P.O. (1991). Revision Commerce. Oxford University Press, Nairobi.

K'Obonyo, P.O. (1999). “Flexible Specialization and Small Enterprise Development in Kenya: Issues and Problems.” In Rutashobya, L.K. and Olomi, D. (eds.). African Entrepreneurship and Small Business Development, Dar es Salaam: Dar es Salaam University Press.

Book chapters before appointment as Associate Professor

K'Obonyo, P.O. (1996). Kenyan Business Environment in Introduction to Business. Kenya Literature Bureau, Nairobi. (Edited by Professor Kibera).

K'Obonyo, P.O. (1996). Government-owned Businesses in Introduction to Business. Kenya Literature Bureau, Nairobi. (Edited by Professor Kibera).

K'Obonyo, P.O. (1996). Organisational Behaviour in Introduction to Business. Kenya Literature Bureau, Nairobi. (Edited by Professor Kibera).

SEMINARS, CONFERENCES AND WORKSHOPS

- A member of the Secretariat that organized a seminar on a Pre-Investment Study on Business Education, sponsored by the World Bank and held at the Greenhill Hotel in Nyeri from October 25-29, 1982.
- Annual Convention of the Decision Sciences Institute held in Richmond, Virginia (U.S.A.). February 18-20, 1987.
- Case Methods Workshop organized by Eastern and Southern Africa Management Institute in conjunction with the Commonwealth Fund for Technical Co-operation, in Mbabane, Swaziland, October 17-29, 1988.
- Influence of Culture on Strategic Human Resource Management (SHRM) Practices in Multinational Companies (MNC) in Kenya: A Critical Literature Review. A Paper at International Conference in Kampala, Uganda, June, 2007)
- Case Methods Workshop organized by Eastern and Southern Africa Management Institute in conjunction with the Commonwealth Fund for Technical Co-operation, in Arusha, Tanzania, April 3-15, 1989.
- Kenya in 1992 and Beyond: A Seminar for Business Executives and Professionals held at Safari Park Hotel, Nairobi, October 14-15, 1992.
- The Small-Scale Enterprise Sector. A paper presented at a workshop on A Nyanza: 30 years of independence where it was, where it is, and where it should go. Held at Tom Mboya Memorial Labour College in Kisumu, 8th-9th December, 1993.
- The Management of Social Programmes: Examples from the Health Sector. A paper presented at a conference on social mobilization for health, held at the Silver Springs Hotel, Nairobi, June 26-29, 1994.
- The Strategic Importance of Human Resource Practices. A paper presented at an International Conference on Modernization of African Economies: Challenges and

Strategies. Windsor Lake Victoria Hotel, Kampala, Uganda, November 24-28, 1997.

- “Technology as a Factor Influencing Performance and Growth in the Small Scale Enterprise sector in Kenya.” A paper presented at an International Conference On African Business Systems: Institutionalizing in the Era of Economic Reform”, held in Mombasa, Kenya, from June 4 – 6, 1997.
- “Small Enterprise Development in Kenya: A Critical Examination of Institutional Setting and Policy Framework.” A paper presented at an International Conference on African Entrepreneurship and Small Business Development, held in Dar es Salaam, Tanzania on September 29 – 30, 1998.
- Flexible Specialization and Small Enterprise Development in Kenya: The Unanswered Questions. A paper presented at an International Conference on Research Agenda on African Entrepreneurship and Small Business Management in Dar es Salaam from October 23-25, 1997.
- “Small and Medium Enterprise Networks: A Social Process Perspective.” A Paper presented at an international conference on African Entrepreneurship and Small Business Development, held in Dar es Salaam, Tanzania on September 28 and 29, 1999.
- A Study of the Link between Strategy and Performance in the Firms quoted at the Nairobi Stock Exchange. A Paper presented at an International Management Conference in Kampala, Uganda March 4 – 7, 2004

ON-GOING RESEARCH

Managing in Africa: Does the Institutional Environment Matter?

A SELECTED LIST OF CONSULTANCIES

Resource person for the Customer Relations Survey Project for the Barclays Bank of Kenya, October, 1988.

Chief Co-ordinator of the Management Seminar organised at Jacaranda Hotel, Nairobi, for the Chairmen and Deans from the College of Education and External Studies, University of Nairobi, 1988.

Management Consultant at a workshop on Job Evaluation for All the Senior Staff of the National Council of Churches of Kenya (NCCCK), August, 1989 (contracted by Promin Consultants).

Management Consultant at a Senior Management Workshop for Tana and Athi Rivers Development Authority (TARDA), October, 1989 (contracted by Promin Consultants).

Management consultant at a Management Seminar held at Egerton University

Agricultural Resource Centre, under the auspices of the Agricultural Management Project (AMP), November 1989 (contracted by Promin Consultants).

Resource person at a Research Methodology Workshop on Multi-Country Comparative Study of Private Enterprise Development, held at Nairobi Safari Club, Kenya, on February 13-14, 1996.

Resource person at a workshop on the Role of Small and Intermediate Size Enterprises in African Development and Industrialization held in Nairobi, March 21 – 23, 1996.

Resource Consultant for the Curriculum Development Committee, Commission for Higher Education, Kenya, on University Business and Management Education and Training Programmes, since 1989.

Participated (with Professors Kibera and Waruingi of the Promin Consultants) in the writing of a paper entitled: An Assessment of Current and Future Management Practices in Kenya. Client: British American Tobacco Limited. May 1990.

Participated as a resource person in an in-house seminar for the medical doctors at the University of Nairobi, October, 1990. Presented a paper on Time Management.

Resource Consultant at the Staff Performance Appraisal Workshop for all levels of administrative staff, both academic and non-academic, of the University of Nairobi, September 1991.

Resource Consultant at an internal system Evaluation Project for the National Council of Churches of Kenya (NCCCK) under the auspices of Promin Consultants, 1993.

Developing Business Plan for KASNEB EDUCATION AND DEVELOPMENT SERVICES LIMITED (Resource Consultant with VAS Consultants) 2005 – 2006.

Member of a team of consultants, contracted under the auspices of Zenith Management Consultants Ltd in 1993 to conduct an evaluation of:

Donor-funded YWCA Integrated Women Development Projects in Nyanza Province, Kakamega District, and Tana River District (all in Kenya); Management Systems at YWCA Headquarters in Nairobi - Kenya; and the relationship between YWCA Headquarters in Nairobi and the three branches that were studied.

Member of a team of consultants contracted by the World Bank (in 1993) through the Ministry of Education – Kenya, to conduct a study on the Equity, Accessibility and Financing of Tertiary Education in Kenya.

Member of the research team contracted by the Department For International Development (a department of the Government of Britain) in 1997 to conduct an impact evaluation of the projects it has supported financially in Kenya.

Principal Research Consultant on Survey of Legal Impediments to Small Business Development in Kenya, under the auspices of Kenya Management Assistance Programme, 1994-96.

CURRICULA REVIEW/CRITIQUE (AT BACHELORS, MASTERS AND DOCTOR OF PHILOSOPHY DEGREES)

Contracted by the Commission for Higher Education on various occasions, from 1990 To-date, to critique and advise on business and business-orientated degree curricula for the following universities:

- Africa Nazarene University
- Catholic University
- Daystar University
- University of Eastern Africa
- Kenya Highlands Bible College, Kericho
- Scott College, Machakos
- Augustana University of Kenya
- KIM School of Management
- KCA University
- Inoorero University
- Kiriri Women's University

Resource Consultant at Strategic Planning Workshops for the following organizations:

- * Medical Women International Association (1996).
- * Kenya Accountants and Secretaries National Examinations Board (1996).
- * Kenya Sugar Sector – under auspices of Kenya Sugar Board (2003)
- * School of Business, University of Nairobi (2001)
- * Ministry of Foreign Affairs (2004)
- * Ministry of Regional Development (2004)
- * Public Service Commission (2004)
- * Kenya Audit Office (2004)
- * Ministry of Health (2004)
- * Faculty of Veterinary Medicine (2003)
- * Faculty of Agriculture (2003)
- * Institute of African Studies (2003)
- * Faculty of External Studies (2004)

- *College of Education and External Studies (2003)
- *Kenya Faculty of Commerce (2001)
- *Population Studies and Research Institute (2004)
- *University of Nairobi 1996; 2005; 2008; 2010
- *Government Training Institutes – Mombasa, Matuga, Embu and Baringo(2005).
- *Nairobi Technical Training Institute (Jan. 2006).

I have acted on several occasions as a Management Training Resource Consultant under contractual arrangements with the following consultancy firms:

Promin Consultants Limited
 Zenith Consultants Limited
 Heritage Services
 Kenya Management and Research Consultants Ltd.
 VAS Management Consultants Ltd.

PERFORMANCE CONTRACTING

I have been a member of a taskforce set up by the Government to negotiate and evaluate performance contracts with various government Ministries, departments and State Corporations from 2006 to-date. These include:

Ministries

1. Livestock
2. Fishery Development
3. Finance
4. Trade
5. Industrialization
6. Cooperative and Marketing
7. Medical Services
8. Public Health
9. Education
10. Cabinet Office.

State Corporations

1. Kenya School of Law
2. Kenya Literature Bureau
3. Kenya Bureau of Standards
4. Kenya Institute of Education.
5. Kenya Railways.
6. Kenya Pipeline Company
7. Kenya Ports Authority
8. Egerton University

NOTE: It is worth noting that I was the Chairman of the taskforce in majority of the Ministries and State Corporations listed above.

REFEREES

Professor F. N. Kibera
Faculty of Commerce
University of Nairobi
P.O Box 30197
NAIROBI, KENYA
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Professor I.M. Mbeche
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Prof. Dorothy McCormick
IDS, University of Nairobi
P.O Box 30197
NAIROBI, KENYA