



**DOCTOR OF PHILOSOPHY (PhD) IN
BUSINESS ADMINISTRATION**

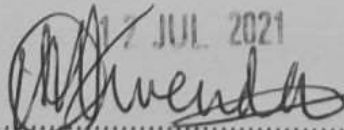
**SUBMITTED AND APPROVED BY
THE UNIVERSITY SENATE
DAYSTAR UNIVERSITY**

**SCHOOL OF BUSINESS AND ECONOMICS
DAYSTAR UNIVERSITY**

NAIROBI

JULY 2021

This Degree Programme Was
approved by the Commission for
University Education on:

17 JUL 2021


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Authorised Signature

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2.0 THE CURRICULUM

2.1 TITLE OF THE PROGRAMME

Doctor of Philosophy (PhD) in Business Administration

2.2 PHILOSOPHY OF THE PROGRAMME

Excellence, transformation, and servanthood are the hallmarks of a Daystar University graduate. These value-based philosophies are grounded on the Christian values on which the University is founded. The University philosophy forms the foundation of the Doctor of Philosophy (PhD) in Business Administration, which is aimed at excellence in teaching, research, and innovative practical reality-based learning. The programme is driven by the principle of integration of Christian values into the individual lives, workplace, business world, industries, government, and society at large. At the heart of the program is nurturing graduates with competencies in research capability, critical thinking, and innovative problem-solving skills that provide solutions to the 21st Century business and social challenges, all geared toward sustainable business, society, and economy. The programme further aims to create new knowledge, innovative processes, and to develop practical business research solutions based on sound transformational Christ-like servant leadership and management principles.

2.3 RATIONALE FOR THE PROGRAMME

The African continent is the poorest, yet the richest in terms of natural resources. The poor state of the continent arises from a leadership crisis with corruption as one of the serious challenges bedeviling the continent. Kenya, like the rest of Africa, does not fare any better as far as ethical and value-based leadership is concerned. Despite the recent high economic growth rates witnessed in several countries in Africa, challenges such as dependency, corruption, and poor infrastructure remain as impediments to Africa's quest for sustainable and equitable development. The consequences include societal challenges such as intolerance, violent extremism, terrorism, corruption, and business malpractices. In spite of this dilemma, there has been limited integrated focus on value-based ethical leadership at various education levels, including higher education.

The proposed PhD programme in Business Administration seeks to fill this gap through the various courses and the integration of values throughout the programme. The uniqueness of this particular programme is in its focus on integration of Christian values in its curriculum and instructions, in line with the Vision 2030 social pillar. Courses in this programme are designed to ensure that the values and ethics permeate the entire curriculum. The programme is also designed to incorporate innovation as a key component in a dynamic business environment. In addition to addressing issues in business leadership, the programme seeks to address the current shortage in the number of PhD holders in the region.

2.3.1 Market survey:

A market survey conducted in the year 2019 by the Daystar University School of Business and Economics (SBE) on the feasibility and need for a PhD in Business Administration in the market returned findings indicating a great need for the programme in the market. This need was especially observed in the areas of management, finance, marketing, human relations, and entrepreneurship skills (see **Appendix VI, page 96**).

2.3.2 Stakeholders involvement:

To further establish the need and justification for the programme, a consultative forum involving education and industry experts was held. The experts drawn from other universities, consultants, and Daystar University gave constructive contributions which were used to make the curriculum reflect the stakeholders' views (see **appendix V, page 91**).

2.4 GOAL OF THE PROGRAMME

The overarching goal of the PhD in Business Administration is to create a competent standards-focused degree that adheres to internal and external demands for quality-value driven and excellence performing graduates. The well-thought-out programme is grounded on Christian values; innovation, research and business theories that prepare graduates to effectively articulate and integrate scholarship and Christian faith within the discipline of business. Based on building key competencies in critical thinking, ethics, innovative problem solving, research, decision-making, and effective communication, the programme's ultimate goal is to produce competent graduates with indispensable knowledge and skills for teaching, research, and service in the corporate world and not-for-profit organizations.

2.5 EXPECTED LEARNING OUTCOMES OF THE PROGRAMME

2.5.1 By the end of the programme, the student will be able to do the following:

1. Evaluate ethical principles in organisational behaviour;
2. Apply research skills to critical decision-making processes within the business environment;
3. Appraise innovative processes in business and leadership;
4. Critically appraise theoretical foundations in the various fields;
5. Create sustainable solutions geared towards improved organizational performance.

2.5.2 Concentration expected learning outcomes:

The programme comprises five (5) concentrations, namely Entrepreneurship, Finance, Human Resource Management, Marketing, Strategic Management, and Innovation. The following are the learning outcomes for each concentration:

2.5.2.1 Entrepreneurship concentration expected learning outcomes:

1. Articulate a clear understanding of the role of small businesses in economic development;
2. Innovatively translate the entrepreneurial philosophy of creative disruption to business start-up models;
3. Articulate understanding of creativity, invention, innovation, and discovery in business;
4. Develop creative ways on how firms can create and add value through technology and innovation;
5. Apply the innovative methods and skills of entrepreneurship as a basis for the development of innovative products and services.

2.5.2.2 Finance concentration expected learning outcomes:

1. Articulate knowledge of finance theories, models, and their application to contemporary financial challenges;
2. Analyse financial markets, systems, and policies in relation to financial institutions;
3. Articulate and apply financial knowledge in financial decisions and investments' management;
4. Apply the different pricing models and valuation theories in financial research.

2.5.2.3 Human resource management concentration expected learning outcomes:

1. Articulate a clear understanding of human resource management theories, techniques, and concepts, and their application;
2. Analyse the roles of human resource management in business strategy development and implementation;
3. Apply human relations knowledge and principles to the design and implementation of human resource policies in a range of organizational settings;
4. Apply learnt knowledge and skills to drive behavioral transformation of people within the organization for individual and organizational advantage.

2.5.2.4 Marketing concentration expected learning outcomes:

1. Articulate the historical development of marketing theories, philosophies, and concepts;
2. Articulate the role of culture in the local and global marketing arena and the impact it has on consumers and product development;
3. Analyse business opportunities and develop actionable marketing programmes;
4. Apply attained knowledge in predicting emerging issues and trends likely to affect future developments in marketing.

2.5.2.5 Strategic management and innovation concentration expected learning outcomes:

1. Articulate clearly the various strategic management theories, policies, and tools, and their application;
2. Apply strategic thinking, leadership, and research skills in running contemporary organisations;
3. Articulate the role of innovation in strategic management and business practices;
4. Critically evaluate the role of strategic leadership in decision making, innovation, and attaining of organisational performances and competitiveness.

2.6 MODE OF DELIVERY OF THE PROGRAMME

The programme will be delivered through face-to-face settings in both classrooms and seminar rooms. Teaching methods to be used include interactive learning in the form of seminars, case studies, guest lectures, video and teleconferencing, group discussions, field trips (local and international), and industry linkage. For proper delivery, the following instructional materials will be used: e-technology (internet), textbooks, whiteboards, LCD projectors, videos, computers based simulations, and real-world case studies.

2.7 ACADEMIC REGULATIONS FOR THE PROGRAMME

2.7.1 Admission requirements:

To be admitted to the programme, applicants will require a Master's degree earned from an accredited university. Holders of executive degree programmes do not qualify.

2.7.2 Entry requirements:

The applicants to this programme must satisfy any of the following minimum admission requirements:

- 2.7.2.1 Be a holder of an academic Master's degree in a relevant area, with a GPA of 3.00 (on a 4.00 system) from an accredited university. A GPA of 3.00 is equivalent to B in other universities.
- 2.7.2.2 For students whose medium of instruction in their previous studies was not English, and who have not earned an earlier degree at a college or university at which the teaching language is English, a score of 250 out of 300 (computer assisted)/500 out of 677 (manual) on the Test of English as a Foreign Language (TOEFL) is required.
- 2.7.2.3 Satisfy specific requirements of the relevant departments.

2.7.3 Application procedure:

- 2.7.3.1 All applicants must complete an application form either electronically or in hard copy and submit it to the Registrar's office.
- 2.7.3.2 The application forms are available at the Office of the Registrar, Athi River and Nairobi campuses, and the downloadable electronic application form is available on the Daystar website (www.daystar.ac.ke) and should be sent to admissions@daystar.ac.ke.
- 2.7.3.3 The application form should be accompanied by all supporting documents as follows:
 - 1. Acceptance to abide by the University's code of conduct as stipulated in Daystar University's Charter.
 - 2. Endorsement by at least three referees, two of whom should be academic.
 - 3. Applicants should have basic computer literacy (working knowledge of word processing, spreadsheets, and presentation programmes).
- 2.7.3.4 Application forms shall be processed only upon receipt of the stipulated non-refundable application fee. After processing the applications, the Registrar shall communicate the decision in writing to all applicants.
- 2.7.3.5 The applicant is responsible for the authenticity of any documents submitted for the purpose of securing admission. Should such documents be proved at any time to be fraudulent, admission will be nullified, and/or certificates issued on the basis of such documents withdrawn and cancelled.
- 2.7.3.6 Evidence of a favorable commendation from the PhD interviewing admissions committee in the SBE.
- 2.7.3.7 The university reserves the right of admission.

2.7.4 Course requirements:

Students must fulfill the following requirements of the course:

- 2.7.4.1 **Class attendance:** Daystar University expects students to make the most of the educational opportunities available to them by regularly and punctually attending class sessions. Students who miss 25% or more of class sessions will receive no credit for the course. If a student must be absent from class for a valid reason, he or she must fill in an absence-from-class form obtained from the University Registrar's office.
- 2.7.4.2 **The lecturer's obligation:** The lecturer is the course instructor. He or she facilitates learning in the classroom setting through appropriate teaching methodologies, such as class discussions, presentations, field trips, research, simulations, seminars, case studies, and lectures.

2.7.4.3 Class participation: It is expected that students will actively participate in the class process in a variety of forms, including making presentations, leading discussions, participating in group work, among other areas.

2.7.4.4 Course load: The normal course load for a full-time PhD student is 9 credit hours per semester. No student shall be permitted to enrol for more than 12 credit hours of coursework in any given semester.

2.7.4.5 Academic probation and discontinuation:

1. A School of Business and Economic Advisory Committee, constituted by the Dean, will carry out a diagnostic review of the academic progress of each doctoral student at the end of every academic year. A report, based on the review, will then be sent to the student's mentor, who will share the results with the student. The review is intended to provide an early indication of the student's progress in the programme and identify his or her strengths and weaknesses. A student whose performance is unsatisfactory may be advised, but not required, to drop out of the programme.
2. Each student working towards the PhD degree must maintain a minimum cumulative GPA of 3.0 (scale of 4.0) throughout the programme to remain in good standing.
3. A student whose GPA falls below 3.0 will be placed on probationary status for the following semester. Action will be initiated by the office of the Dean, SBE, to help the student on probation to overcome his or her academic challenges. This action will include a restriction on the total course load permitted in any given semester. A student on probation will be terminated from the programme unless his or her cumulative graduate GPA is 3.0 or higher at the end of the probationary period. In practice, termination occurs when the semester GPA is less than 3.0 for two consecutive semesters.

2.7.4.6 Late assignments and examinations: Late assignments can be made up only for approved reasons (for example, illness, death in the immediate family). In no case will examinations be given early. If circumstances warrant, the examinations may be given later when the specific exam is next offered, and the student will be charged a fee, for the exam.

2.7.4.7 Withdrawal: If for some personal emergency, a student wishes to withdraw from a course after the deadline for routine changes has expired, he or she may do so up to the time that two-thirds of the course has passed. In such a case, the student's transcript will show his or her performance as "WP" (Withdrawing Passing) or "WF" (Withdrawing Failing), depending on whether the student was passing or failing at the time of withdrawal.

After two-thirds of the coursework has been completed, the student may only withdraw from a course after their request has been approved by the School Board.

2.7.4.8 Academic counselling: General advice on academic matters should be sought from the PhD coordinator in SBE. Advice on course work in individual courses should be sought from the lecturers concerned.