



Njihia, James Muranga, PhD

Department of Management Science

School of Business, University of Nairobi

Address: Office – P.O. Box 30197 GPO Nairobi 00100

Private - P.O. Box 11575 GPO Nairobi 00100

Tel: +254 (0) 711447919

E-mail: njihia@uonbi.ac.ke , muranga.njihia@gmail.com

PERSONAL DETAILS

Residence: Kenya

Nationality: Kenyan

Marital Status: Married

EDUCATION

- PhD (Information Systems), Warwick Business School, University of Warwick (2009)
Thesis title: *ICT for Development Reconsidered: A critical realist approach to the strategic context in Kenya's transition to E-Governance*
- Taught Course in Complexity, London School of Economics and Political Science, UK (2007)
- Master of Business and Administration (Management Science), University of Nairobi (1995)
- B.Sc. Eng. (Civil) Hon. (1st Class), University of Nairobi (1989)
- Kenya Advanced Certificate of Education (3 Principals, 1 Subsidiary), Nairobi School (1984)
- Kenya Certificate of Education (Division 1) Nairobi School (1982)
- Certificate of Primary Education, Naivasha Central primary School (1978)

SUMMARY

A scholar, consultant, and management researcher in information systems, project management, innovation, and development with industry experience in infrastructure and social development projects, currently I lecture at the leading business school in Kenya. In addition I have consulted widely in the areas of organizational strategy, effective employment of information systems, and project and programme management in both advisory and training capacities.

RESEARCH INTERESTS

Information systems strategy and implementation; E-Business and innovation; venture capital, ICTs and economic development; application of quantitative techniques and systems concepts to complex (real life) problems; critical realism as philosophy for management research; projects and organizational effectiveness

GRANTS AND SCHOLARSHIPS

1. Commonwealth Scholar, under the Commonwealth Academic Scholarship Commission (2004), to undertake full time PhD Studies in the United Kingdom
2. Engineering and Physical Sciences Research Council (EPSRC) to attend Taught Course in Complexity, LSE (2007)
3. Dean's Committee Research Grant (2006)
4. 15th EDAMBA (European Doctoral Programmes Association in Management and Business Administration) Research Summer Academy, 13th July – 19th July 2006, Soreze, France, sponsored by University of Warwick (2006)
5. Graduate Assistant, University of Nairobi Scholarship for MBA (1992-4)

PROFESSIONAL EXPERIENCE

PRESENTED IN THREE SECTIONS – ACADEMIC/CONSULTANCY/PREVIOUS

ACADEMIC

Nov 2011 – Date **SENIOR LECTURER and CHAIRMAN, Department of Management Science, University of Nairobi**

Developed Four New Curricula for Masters and Undergraduate for specialized degree programmes in the department; due for approval in senate

October 2014 Organized 10th ORSEA Annual International Conference and Tenth Anniversary Celebrations at the UON SOB as Head of Secretariat, Operations Research Society of Eastern Africa (ORSEA), and Secretary General, ORSEA Kenya Chapter

2013: Organized Hackathon with Oxford University sponsored by Barclays Bank International at Lower Kabete Campus to identify bankable creative projects for sustainable use of mobile technology in financial services from amongst University of Nairobi students

2013: External Examiner Makerere University Business School

Led School Website team in crafting Website and Social Media strategy for better visibility for the School and University of Nairobi; our efforts collectively led to UON now being ranked amongst top 10 in Africa in the latest Webometrics rankings.

Member of Program Management Team (PMT) formerly (Program Advisory Board) for UHIV Fellowship Programme, University of Nairobi; Track Lead for Project and Programme Management including curriculum development, sourcing resource persons; and programme evaluation exercise for sustainability.

Developed Dept. and School Strategic plans for 2013-2018; now (2014) doing second strategic repositioning for department with new specialized programs after successful phase one revision in 2009/2010 to date.

March 2009 – Oct 2011 **LECTURER and Ag. CHAIRMAN, Department of Management Science, University of Nairobi**

Supervise and manage teaching and research for 25 academic staff, curriculum review and development, successfully launched new Bachelor of Commerce and MBA curricula. Teach courses in Information Systems, Operations Management, Project Management and Research Methods at all levels including the Doctoral Programme.

Implemented a broad curriculum review for departmental all programs, led to dramatic increase in enrollments from 10 to over 500 in undergraduate programme, and from 30 to over 200 in MBA programme.

September 2004 – June 2009 **DOCTORAL RESEARCHER, University of Warwick**; served as Graduate Tutor for undergraduate and occasionally post-graduate (masters) students.

2003 – 2004 **LECTURER, University of Nairobi, Department of Management Science, Faculty of Commerce**

Taught Project Management and Information Systems; supervised undergraduate and Master's degree student projects.

Faculty IT Coordinator: Revamped IT resource base to cater for increased enrollments; Departmental Coordinator for MIS Courses and member of Faculty Undergraduate Studies Committee - Reviewed course offerings in line with market requirements; Prepared regulations and curriculum for new self sponsored undergraduate and graduate programs. Member of team that researched and prepared program and agenda for a full Management Science Departmental mission and course review seminar.

Faculty Customer Service Committee – Advised Dean on customer service issues arising from increased competition and student enrollments.

1998 – 2003 **ASSISTANT LECTURER, University of Nairobi, Department of Management Science, Faculty of Commerce** in Management Sciences, Project Management and Information Systems.

RESEARCH AND PUBLICATIONS

Journal Articles, books and book chapters

Makau, G.K., Omwenga, E.I., and Njihia, J.M. (2015) "The Critical Technological Factors of E-Government in Kenya," *International Journal of Computer Applications Technology and Research* (4:2), 92 - 97

Oredo, J., & Njihia, J. M. (2015). Mindfulness and Quality of Innovation in Cloud Computing Adoption. *International Journal of Information Management*. 10 (1), 144 – 160

- Njihia, J. M. (2014). Complexity Theory in Management and Information Systems: A Review. In I. Nkote, J. M. Njihia & S. Kessy (Eds.), *Operations Research in Developing Countries: Case of Eastern Africa* (Vol. 1, pp. 84 - 101). Nairobi: Operations Research Society of Eastern Africa.
- Nkote, I., Njihia, J. M., & Kessy, S. (2014). Introduction – Paradigms, Applications and New Directions in Operations Research. In I. Nkote, J. M. Njihia & S. Kessy (Eds.), *Operations Research in Developing Countries: Case of Eastern Africa* (Vol. 1, pp. 1 - 4). Nairobi: Operations Research Society of Eastern Africa.
- Nkote, I., Njihia, J. M., & Kessy, S. (Eds.). (2014). *Operation Research in Developing Countries: Case of Eastern Africa* (Vol. 1). Nairobi: Operations Research Society of Eastern Africa.
- Oketch, H. A., Njihia, J. M., & Wausi, A. N. (2014). Learning Readiness Assessment Model In Kenya's Higher Education Institutions: A Case Study of University of Nairobi. *International Journal of Scientific Knowledge*, 5(6), 29 - 41.
- Oredo, J. O., & Njihia, J. (2014). Challenges of Cloud Computing in Business: Towards New Organizational Competencies. *International Journal of Business and Social Science* 5(3), 150-160.
- Njihia, J. M., & Merali, Y. (2013). The Broader Context for ICT4D Projects: A Morphogenetic Analysis *MIS Quarterly*, 37(3), 881-905. – Paper "selected as finalist" for the Best European Paper of the Year by website (www.CIOCITY.com).
- Mauti, J., Njihia, J., & Magutu, P. O. (2013). The Critical Success Factors and Challenges in E - Procurement Adoption among Large Scale Manufacturing Firms in Nairobi, Kenya. *European Scientific Journal*, 9(13), 375-401.
- Njihia, J. M. (2011). Critical realism and its prospects for African development research and policy. *Thought and Practice: A Journal of the Philosophical Association of Kenya (PAK)*, 3(1), 61-85
- Njihia, J. M. (2011). Policy and Socio-Economic Contexts for IT Based Public Sector Reform in Postcolonial Developing Countries: The Contrived vs. the Actual. In T. Papadopoulos & P. Kanellis (Eds.), *Public Sector Reform Using Information Technologies: Transforming Policy into Practice* (pp. 17-43): IGI Global.
- Njihia, J. M. (2008). *ICT for development reconsidered: A critical realist approach to the strategic context in Kenya's transition to E-Governance* (Vol. Available at <http://webcat.warwick.ac.uk/record=b2283078~S9>). Coventry: WRAP, University of Warwick.

Odock S.O. & Njihia J. M. An Investigation into Social Cost-Benefit Analysis Practice in the Appraisal of Public Projects in Kenya, *Nairobi Journal of Management* – Paper Accepted on 10th September 2008

PhD Thesis & MBA Research Project

Njihia, J. M. (2008). *ICT for development reconsidered: A critical realist approach to the strategic context in Kenya's transition to E-Governance*. Unpublished PhD Thesis, Warwick Business School, University of Warwick, Coventry, UK

Njihia, J. M. (1994). *Resource Allocation for Road Maintenance Funds in the Ministry of Public Works and Housing: The Application of Hard and Soft Operations Research*. Unpublished MBA Project, University of Nairobi, Nairobi.

RESEARCH AND COLLABORATIONS

Proposals in progress

1. MPESA and Trust - With Dr. Tonny Omwansa (UON-SCI) and Dr. Matilda Dahl (Uppsala University).
2. On Agriculture Value Chains for Danida CFP: "Strengthening Research Capacity Strategic Framework for Danish Support for Development Research 2014 – 2018" – With African Center for Economic Transformation (ACET) and University of Dar-es-Salaam Business School through ORSEA. Due in November 2015

Past research proposals written

3. Towards National Innovation Systems for the growth and development of ICT SME's in Eastern Africa – Strengthening Information Societies Research Capacity (SIRCAII) AF/2011/002 – With Dr. Agnes Wausi

PHD SUPERVISION

Graduated Students

2010

1. Dr. Owino Okwiri

2013

2. Dr. Peterson Obara Magutu

2014

3. Dr. Joan-Lillian Ogendo

2015

4. Dr. Godfrey Makau Kyalo
5. Dr. Joseph Nyonje Kosure
6. Dr. Daniel Muendo

Passed Viva, doing final corrections to await graduation

1. Stephen Odock
2. Charles Borura
3. John Otieno Oredo

MASTERS AND UNDERGRADUATE STUDENT SUPERVISION

I have supervised over thirty MBA and twenty undergraduate student projects over the past three years.

Selected List of Masters Students Supervised since 2012 is attached.

CONFERENCE PAPERS, PROCEEDINGS AND PRESENTATIONS

Kimani, F. W., & Njihia, J. M. (2014). *Business Forecasting and Prediction Markets Potential on Banking Industry in Kenya*. Paper presented at the 10th Annual Operations Research Society of Eastern Africa Conference.

Marika, N. M., & Njihia, J. M. (2014). *A Balanced Scorecard Approach to Measure Performance of Enterprise Resource Planning (ERP) Systems* Paper presented at the 10th Annual Operations Research Society of Eastern Africa Conference.

Oredo, J. O., & Njihia, J. (2013). *Challenges of Cloud Computing in Business: Towards New Organizational Competencies*. Paper presented at the AIBUMA 2013 Conference - Business and Management Outlook: Optimism or Pessimism, Entebbe, Uganda

Njihia, J. M. (2010). *Innovations in business research: An overview of Q-methodology and its applications in social science research with special reference to Africa*. In *Proceedings of the African International Business and Management (AIBUMA) Conference* (pp. Available at <http://www.aibuma.org/proceedings/list5.html>). Nairobi University of Nairobi.

Ogweno, S., Mbeche, I. M., & Njihia, J. M. (2010). *Monitoring and Evaluation: A Comparison Between The Donor Funded And Non-Donor Funded Projects In Kenya* Paper presented at the 6th ORSEA Conference on Innovation in Operations Research and Economic Transformation, Africana Hotel, Kampala, Uganda.

Njihia, J. M. (2007). *Searching for the DNA of society: Empirical evidence for scale free structure in social systems*. Paper presented at the Judge Business School, Spring Doctoral Conference, University of Cambridge.

Njihia, J. M. (2006). *Meeting the methodological challenges of context and subjectivity in information systems research*. Paper presented at the 15th EDAMBA Summer Academy. Soreze, France

Njihia, J. M. (2006). *An Adequate Base for Theorizing E-Government Change in Africa: The*

- Promise of Critical Realism and Complexity*. Paper presented at the ICEG 2006: The 2nd International Conference on e-Government, University of Pittsburg.
- Odock S. O. & Njihia, J. M. (2003). Theory and Practice of Social Cost Benefit Analysis in Kenya: A Survey” at the *1st International Operations Research Conference in the East African Region*, KCCT Mbagathi, Nairobi, Kenya. Theme: Application of Operations Research in Development
- Njihia, J. M. (2002). Growing a Business: Adaptive Evolutionary Entrepreneurship - A Case Study in Emergent Strategy and Complex adaptive Systems, *6th International Conference on African Entrepreneurship and Small Business Development*, University of Dar es Salaam, Tanzania. Theme: Entrepreneurship Research and Development in Africa: Achievements, Challenges and Future Prospects.
- Njihia, J. M. (2001). Out of The Quagmire: Convergence of Learning from Both Sides Through Systems Thinking - Lessons From Senge and Friere, *Annual Symposium of The International Learning Center*, Jun 26th -Jul 4th 2001, Nairobi Kenya. Symposium theme: East Africa in Transition: Images, Identities and Institutions.
- Njihia, J. M. & Isaac M. Mbeche (1994). “Soft” Systems Analysis: Road Construction and Maintenance: A Soft Systems Approach, *All Africa Engineers Conference*, Kenyatta Conference Centre, Nairobi, Kenya

Miscellaneous

- Njihia, J. M. (1998). CONCEPT PAPER ON BUSINESS INCUBATION IN KENYA, Center for African Entrepreneurship Research and Development (CAERD) Centre, University of Nairobi. - proposal for establishment of the first Business Incubator in Kenya.
- Njihia, J. M. (2001). CORRUPTION IN THE PROFESSIONAL SECTOR, Presentation at the Accounting Students Association Seminar, KCCT, Mbagathi, Nairobi

Dec 2001

Discussant on NATION TV* program EYES ON THE PEOPLE, topic "Poverty Alleviation and the Fresh Graduate". Discussed possible contributions by fresh graduates towards the national World Bank initiated *Poverty Reduction Strategy Paper*. Focus was entrepreneurship and the difficulties faced by fresh graduates. Program was an MBA Project Management students' course project. I require students to be creative and do real projects; this was one of the surprising results.

Dec 2000

Case study of Food Point Restaurant, Nairobi. Interview on NATION TV to illustrate the concept of *evolutionary* business growth as opposed to *formal deterministic* planning models

CONSULTANCY

Apr 2013 – March 2015: Lead Consultant – Development of ICT Strategy for a fast growing Kenyan bank.

Nov 2013 – May 2015: Review of the NACADA Strategic Plan and Development of Strategic Plan For The Period 2014 – 2018 – Have held inception workshop with Board, waiting to do fieldwork covering all or most the 47 counties.

Aug 2013-Nov 2013 - Lead Consultant - Strengthening Market Resource Centers under the Kenya Agricultural Commodity Exchange (KACE) project. Doing KACE Market Resource Centers programme evaluation, TNA, and programme advisory. Project involves the use of innovative technologies to provide market information to farmers across Kenya.

2012-2014 Lead – Project and Programme Management Module for MEPI Linked MNCH Training Programme with School of Medicine, and for Afya Bora programme, both collaborations between UON and University of Washington in 2012.

2003 – 2011: Key Resource Person for UNCRD-UNDP, for the Annual Africa Training Course on Local and Regional Development Planning and Management, Project Management Module in Gaborone, Botswana, Namibia and Ethiopia. Facilitated participatory workshops, case studies and exercises in Project Management for participants, middle career planners from all over Africa, mostly in public service.

1999 – 2001: Training Assistant, UNCRD Africa Office For the Fifth, Sixth & Seventh Africa Training Course on Local and Regional Development Planning and Management, Project Management Module.

(2001- Date) – Selected short term consultancy assignments

Consultancy and training assignments in various capacities with both private and public organizations, locally and internationally in Strategic Plan development (Ministry of Regional Development, Public Service Commission), Monitoring and Evaluation frameworks (Ministry of Health, KEPSA), Project and Programme Management with IT (Elizabeth Glazer Foundation, African Union, Kencell Communications, NASCOP, UNITID Fellowship), Strategy and Marketing Research (Chase Bank).

PROFESSIONAL ASSOCIATIONS

1. Head of Secretariat, **Operations Research Society of Eastern Africa**
2. Founding Chairman, **Operations Management Society of Kenya (OMSK)**, registered in 2015

OTHER PROFESSIONAL TRAINING

1. University of Nairobi PhD Supervision Training, Maanzoni Lodge, UNES, (2015)
2. Contract Law Seminar, Construction Review, Mombasa (1997)
3. WTO Multilateral Trading System Seminar, Ministry of Commerce and Industry, Mombasa (1997)

PREVIOUS WORK EXPERIENCE

October 1994 – Dec. 1997 **SENIOR ASSISTANT ENGINEER & ZONE MANAGER, Export Processing Zones Authority**

Feb. 1997 – Nov. 1998 Mombasa Office

Officer in Charge of Mombasa office; handled all aspects of organizations work with a staff of four. Main duties – Coastal EPZ projects supervision, programme marketing and promotion, investor liaison, and support especially with regard to cargo/container movement through the Port of Mombasa.

Negotiated land compensation with stakeholders (Govt., Local leaders, etc.) for proposed EPZ industrial zone at Kokotoni, Coast Province

Program marketing - Hosted international visitors and senior Government officials; organized study visits, made presentations in investment promotion forums seeking potential investors from business community. Close contacts maintained with business community at all levels, especially through the National Chamber of Commerce and Industry.

Prepared investment proposal for a flower/horticulture irrigation project along Athi River.

Revised cost estimates for proposed African Development Bank (ADB) financed Kipevu EPZ Project in preparation for trade mission from ADB headquarters.

1996 Athi River EPZ & Head Office

Evaluated technical and financial proposals for a proposed independent water supply for Athi River EPZ. Proposals were for 2 dams, 30-40m high, treatment works, and projected cost of Kshs. 1 billion.

Investigated alternative quick or cheap construction techniques and financing of a low cost housing for EPZ workers in collaboration with finance and housing development institutions.

Evaluated Mount Kenya Textile Mills (then in receivership) for suitability for conversion to an EPZ by a foreign investor.

EPZA Strategic Planning Committee, prepared inventory of organizations land and physical assets.

Team member - Marketing needs survey team for all EPZ companies in Kenya, study report designed to guide future EPZA Marketing and investor support strategies, covering constraints in marketing, operations and financing of export oriented activities.

Coordinator EPZA water supply to Kitengela Township Residents. Set rates for water deposits, connection charges and layout of privately financed pipelines. Liaison with Nairobi City Council and Local Council in setting water rates and reconciling billing for EPZ Water Project; ensured EPZA could pay its bills.

Prepared proposal for a privately financed water distribution network.

Oct. 1994 – Nov 1995 (*Athi River EPZ*)

Set up zone office to create new administrative systems. Technical and Operational oversight of Zone activities based at Athi River EPZ. Tasks included recruitment, labor disputes resolution, and personnel administration over 35 technical and security personnel.

Hosted local and foreign business delegations including dignitaries, key business and Government officials; presentations for improved networking relationships with key agencies and individuals, and for heightened awareness of investment opportunities in Kenya.

Chief liaison officer with EPZ enterprise operators (mostly foreigners) and with infrastructure services providers i.e. power, telephone, water, customs, and police to ensure efficiency in delivery. Enterprise activities covered textiles, pharmaceuticals, plastic molding, motor vehicle bodybuilding and refurbishing, and computer assembly.

Chair, EPZ Consultative Committee meetings for stakeholders, including - Kenya Wildlife Services, Local Government, Police, Investors, Power and Telephone firms, and Government Departments to effectively and proactively manage zone.

Liaison between Ministry of Local Government, Ministry of Water, Mavoko Municipal Council and EPZA for eventual disengagement of EPZA from management of Sewerage Treatment Works, as part of overall proposed privatization of Athi River EPZ. Main issues covered loan repayment considerations, the transfer of liability and assurance of continued good management of sewerage works by the council.

Evaluated Consultancy proposals for a Privatization study of Athi River EPZ, both for the Zone as an investment, and for infrastructure services.

Supervised completion, and took over construction projects covering infrastructure (Ksh 260M), buildings (Ksh 122m) and sewerage works (Ksh 260m) representing employer. Electrical works tendered separately out of main contract to hasten completion.

Made recommendations to EPZA on contractual payments on certificates prepared by Consulting Engineers.

July 1995

Prepared Teams of Reference for proposed low cost food facilities, and evaluated subsequent proposals for financial and economic feasibility. Funding for this project to be obtained from private developers; financing low cost facilities is a special problem. Input data (financial and market demand estimates) verified by special survey, leading to the rejection of some proposals.

May 1995

Prepared FIDIC IV based Statement of Defense and Counterclaim for Arbitration process to large contractual claim (Kshs. 140 million) arising from Sewerage works contract, with Lawyers and Consulting Quantity Surveyors as EPZA Engineer. Claim evaluations involved a completely review all contractual payments with respect to foreign currency variations and interest payments.

Sept. 1992 – June 1994 **GRADUATE ASSISTANT, University of Nairobi, Dept. of Management Science**, as part of scholarship for MBA.

Served as a tutor Management Science and Information Systems to undergraduate students in Faculty of Commerce; marked assignments and exams.

Oct. 1989 – Aug. 1992 **ASSISTANT ENGINEER, Ministry of Public Works & Housing**

Computer Aided Design of Meru-Mikinduri Road Design office of Ministry of Public and Housing. Bridges section of Ministry of Public Works & Housing, planned, designed, budgeted and controlled bridge construction in Nyanza and Western Provinces of Kenya. Prepared annual bridging programme and oversaw its implementation.

Trained in Road Construction Supervision under Otieno Odongo & Partners Consulting Engineers on Saos-Tenges Road project, handled surveying and measurement of works.

June 1987 – Sept. 1987 **FIELD ENUMERATOR- UNICEF Child Survival and Sanitation Project in Embu District** (Vacation Employment), data collected on health and water supply status for a location.

PART-TIME ENGAGEMENTS

Part-time Lecturer in Management Accounting at the Kenya School of Professional Studies, evening classes. (June 1996)

Examiner, Kenya Accountants and Secretaries National Examinations Board (KASNEB), Systems Theory, Analysis and Design, and in Electronic Data Processing. (1993-4)

EXTRACURRICULAR ACTIVITIES

Founding Faculty Advisor, SIFE (Students in Free Enterprise), now Enactus – A Global organization of students actively learning and promoting free enterprise ideas through real life community education projects; led inaugural team to 2nd position nationally

Patron of MASSA (Management Science Students Association) at the faculty

LANGUAGES

English, Kiswahili and Kikuyu, fluent in speaking, reading and writing

HOBIES

Jogging, swimming, and reading literary classics, history, current developments in politics, philosophy, economics, management, science, and information technology.