

JANESTHER GATHIGIA KARUGU (Ph.D)

Kenyatta University Department of Business Administration

Profile

Dr. Janesther Gathigia Karugu (PhD) is a Lecturer in the Department of Business Administration)-Kenyatta University (Nairobi-Kenya). Her area of specialisation is Entrepreneurship.

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Current Position:

Lecturer, Department of Business Administration, School of Business, Economics and Tourism, Kenyatta University

Educational Background

Institution & Location	Certificate	Completion Date	Field of Study
Jomo Kenyatta University of Agriculture and Technology (JKUAT)	Ph.D	2014	Entrepreneurship
Jomo Kenyatta University of Agriculture and Technology (JKUAT)	Master of Science (M.Sc)	2008	Entrepreneurship
University of Nairobi	Bachelor's degree Upper Second-Class Honors	1985	Bachelor of Commerce
Kangaru High School	"A" Level	1980	AAC
Alliance Girls High School	"O" Level	1978	Division 1

Employment History

Year (from-to)	Organization	Position held/Responsibility
2008-to date	Kenyatta University	Lecturer in the School of Business at Kenyatta University
1 st April, 2019-30 th August 2020	Mazoon College Muscat, I the Sultanate of Oman	Assistant Professor

TEACHING EXPERIENCE

Lecturer Kenyatta University, 2008 – To date

Entrepreneurship

Undergraduates:-

- Corporate Entrepreneurship
- Introduction to Entrepreneurship- Management
- Entrepreneurship and Small Business Management
- Small Business Consulting
- Leadership Process in Business and Entrepreneurship

Master of Science

- Entrepreneurial Behavior,
- Policy issues in entrepreneurship,
- Business consulting in entrepreneurship
- Marketing of Small Enterprises
- Improvement and Change Management in Small Enterprises
- Human Resource Management in Small Enterprises
- Strategic Management and Planning in Small Enterprises
- Project Management in Small Businesses Enterprises
- Monitoring and Evaluation in Small Business Enterprises
- Insurance in Small Businesses Enterprises
- Credit and Micro Finance for small businesses
- Counseling and Stress Management in Small Businesses
- Business Planning
- Adult Learning in Small Business Enterprises

Master's in Business Administration

- Total Quality Management
- Managerial Functions
- Employees Reward and compensation
- Marketing management, Strategic Management
- Human Resources Management, Gender Diversity and Management
- Advanced Taxation
- Tax Audit and Investigation

Undergraduate

- Management courses,(Principles of management, Supervision Management, Strategic Management, Management of International Business)
- Marketing-Principles of Marketing ,Marketing Management ,Personnel Selling, Retail Marketing
- Human Resources' Management- Coaching and Mentoring.
- Principles of Taxation
- Fundamentals of Taxation
- Tax law and Practice

Postgraduate Supervision

- Supervised thesis for over 100 MSE & MBA students

Capable of supervising a minimum of 20 students annually

POST DOC

Assistant Professor, Mazoon College Muscat, 1st April 2019-- 30th August 2020 – In the Sultanate Of Oman

- Entrepreneurship
- Management
- Marketing
- Human Resource
- General Business Management And Administration
- Research Study carried out : **THE COPY CATS BUSINESS MODEL AND FEAR OF BUSINESS FAILURE IN ENTREPRENEURSHIP : THE MODALITING EFFECTS OF TECHNOLOGICAL INNOVATIONS IN OMAN**

1.2 RESEARCH PUBLICATIONS

1.2.1. Refereed Journal Papers

- Ndanu, G.N., & **Karugu J.** (2025). Restructuring Strategies and Performance of Deposit Taking Savings and Credit Cooperative Societies in Nairobi City County, Kenya. *The Strategic Journal of Business & Change Management*. Vol. 12, Iss. 1, PP 119-133 [ISSN: 2312-9492]
- Stanley, K.G. & **Karugu J.** (2025). Influence of Risk Taking on Performance of Small and Medium Scale Enterprises in Githurai Market, Kenya. *Journal of Entrepreneurship & Project Management*, 9(1). 67-77. [ISSN: 2616-8464]
- Oscar, A. W. & **Karugu J.** (2025). Influence of Innovation Leakages on Performance of Nairobi Water & Sewerage Company in Nairobi County, Kenya. *Journal of Strategic Management*, 9(1), 50-63. [ISSN: 2616-8472]
- Nderi, I. & **Karugu, J.** (2024). Service Provision Strategies and Performance of Cleaning Organizations in Embu County, Kenya. *International Journal of Current Aspects, Volume & Issue 1, 2024 PP 81-96, ISSN 2707-8035*
- Kipkorir, I., & **Karugu, J.** (2023). Virtual Banking and Growth of Customer Base of Commercial Banks in Nairobi City County, Kenya. . *International Journal of Current Aspects in Finance, Banking and Accounting, Volume 5, Issue 3, 2023, PP 42-56, ISSN 2707-8035*
- Emily Kariuki, **Janesther Karugu** (2023). Strategic Positioning and Organizational Performance of Center for International Forestry Research and World Agro-Forestry in Nairobi City County, Kenya. *International Journal of Business, Management, Entrepreneurship and Innovation*, Volume 5, Issue 4, 2023, PP 134-147 2707-8027
- Charles Mwaka, **Janesther Karugu** (2023). Entrepreneurial Innovation Strategies and Performance of Dairy Micro and Small Enterprises in Nyeri County, Kenya. *International Journal of Business, Management, Entrepreneurship and Innovation*, Volume 5, Issue 1, 2023, PP 77-92 ISSN 2707-8027
- Njeri, K.R. & **Karugu, J.** (2020). Influence of External Business Environment on Success of Health Projects in Nyandarua County, Kenya. *International Journal of Business, Management, Entrepreneurship and Innovation*, Volume 2, Issue 1, PP 1-16

- Kanjah, K.S, & **Karugu, J.** (2020). Strategic Approaches and Delivery of Affordable Housing in Nairobi City County, Kenya. *International Journal of Business, Management, Entrepreneurship and Innovation*, Volume 2, Issue 1, PP 17-35 ISSN 2616-6976
- Ngatia Debra Wanjiku, **Janesther Karugu**(2019). Knowledge Management and Performance at the Kenya Revenue Authority in Nairobi City County, Kenya. *International Journal of Contemporary Aspects in Strategic Management Business, Management, Entrepreneurship and Innovation*, Volume 2, Issue 2, PP 1-14, ISSN 2616-6876
- ✓ Murunga, S.K. & **Karugu, J.** (2019). Organizational Culture and Strategy Execution at Commission for University Education, Kenya. *International Journal of Current Aspects*, Volume 3, Issue V, PP 76-90, ISSN 2616-6976
- ✓ **Karugu, J.** (2019). Community Participation and Performance of Donor Funded Youth Projects in Korogocho, Nairobi County, Kenya. *International of Current Aspects*, Volume 3, Issue III, PP 227-240 ISSN 2616-6976
- ✓ **Karugu, J.** (2019). Competitive Intelligence Strategies and Performance of Commercial Banks in Garissa County, Kenya. *International Journal of Human Resources and Business Administration [IAJHRBA]* ISSN 2518-2374
- ✓ Wangari Mina Jackline, **Karugu J.** (2018). Micro Contextual Characteristics and Implementation of Online Banking System in Family Bank Limited *International Journal of Human Resources and Business Administration* volume 3, Issue 3, pp. 291-341
- ✓ Ali Khalif Gure, **Janesther Karugu** (2018). Strategic Management Practices and Performance of Small and Micro Enterprises in Nairobi City County, Kenya. *International Journal of Human Resources and Business Administration [IAJHRBA]* ISSN 2518-2374
- ✓ Abdi Siyad Keinan, **Janesther Karugu** (2018). Total Quality Management Practices and Performance of Manufacturing Firms in Kenya: Case of Bamburi Cement Limited *International Journal of Human Resources and Business Administration* Volume 3 , Issue 1, pp 81-99 [IAJHRBA] ISSN 2518-2374
- ✓ **Karugu, J.** (2019). Determinants of Growth of Women Enterprises in Kiambu County, Kenya. *The International Journal of Business and Management* [ISSN 2321-8916]
- ✓ **Karugu, J.** (2018). Determinants of Sustainability of Micro and Small Enterprises Owned by Youth in Nairobi City County, Kenya. *International Journal of Current Aspects in Social Sciences*, Volume 2, Issue 2018, PP45-65
- ✓ **Karugu, J.** (2009). *The effects of Taxation of growth on small and medium enterprises in Nairobi, Kenya*. Lambert, Germany: Lambert Publishing Press

1.2.2. (i) University Level Scholarly Book

- ✓ The effect of Taxation on the Growth of SMEs, LAP LAMBERT Academic Publishing, ISBN: 978-3-8465-1596-9

1.2.2. OTHER PUBLICATIONS

1.2.2. (iv) Book Chapter

- ✓ **9th April, 2025:** Contributor Agreement for the Title: International Encyclopedia of Business Management, article 10040: Entrepreneurship Motivation on the EMSS, <https://editorial/elsevier.com/>.

1.2.2. (V) Refereed Learning Module

- ✓ **BBA 308:** Human Resource Management
- ✓ **BBA 877:** Business Planning
- ✓ **BBA 427:** Internalization of Small Firms
- ✓ **BBA 319:** Business Planning

1.2.2. (vi) Reviewed Conference Paper

- ✓ **February 2022:** Innovation Strategies and Performance of Insurance Brokerage Firms in Nairobi County, Kenya. ISSN: 2616-8472, Stratford Peer Reviewed Journals and Book Publishing Journal of Strategic Management Volume 6, Issue 1 page 91-109 February, 2022

1.2.2. (xi) Non-Reviewed Conference Papers

- ✓ **26th – 27th August, 2021:** - Attended and Presented a Paper on the 3rd International Business Research and Industrial Conference (IBRIC) Titled “*Social Entrepreneurship and Business Sustainability during Pandemics: Firm Performance of Selected Enterprise-Based Parastatal in Kenya*”.
- ✓ **22nd – 23rd June, 2023:** Participated at the 5th International Business Research and Industrial Conference (IBRIC), 2023. Theme: Strategic Business Innovations and Policies for Sustainable Social and Economic Development

- ✓ **8th -9th October, 2015:** -Attended and Presented a Paper at the 2nd Annual International Conference on Education and Lifelong Learning Titled “Mainstreaming Gender and Disability Issues in Higher Education: Challenges and Achievement.
- ✓ **5th – 6th October, 2017:-** Member of the Conference Committee for the 4th International Annual Conference on Education and Lifelong Learning held at the KUCC.

1.2.2. Scholarly Presentations at Conferences/Workshops/Seminars

- ✓ **3rd July, 2025:** Participated at the 49th Annual Postgraduate Seminar for Ph.D Graduands held virtually. Theme “ Education for Ethics-Guided Research and Technology”
- ✓ **2nd July, 2024:** 47th Annual Postgraduate Seminar for Masters Graduands, Theme: Education for Prosperity and Sustainable Development
- ✓ **29th November, 2023:** Participated at the 46th Annual Postgraduate Seminar for Masters Students, Theme “Scaling Education and Research for Sustainable Development”.
- ✓ **6th July, 2023:** Attended the 45th Postgraduate Seminar for Masters Graduands
- ✓ **22nd – 23rd June, 2023:** Attended the 5th International Business Research and Industrial Conference (IBRIC) 2023.
- ✓ **21st June-24th June, 2023:** Attended the World Forum on Entrepreneurship and Business Management, WFEBM 2023, at Miami, Florida, USA
- ✓ **18th – 20th May, 2021:** Attended a Training on Non Communicable Diseases (NCDs), Mental Health, Stress Management and HIV and AIDs Prevention for Staff Members held at the BSCC, Kenyatta University
- ✓ **October, 2018:** Entrepreneurship and Women Innovation Summit: Presented a paper on “*Business Sustainability; Embedding sustainability in the women businesses to develop scalable and self-sustaining organizations*’.
- ✓ **26th – 27th August, 2021:** 3rd International Business Research and Industrial Conference (IBRIC)

INTERNATIONAL CONFERENCE PRESENTATIONS

- ✓ Global entrepreneurship business summit (2018), Nairobi – Kenya
- ✓ NUBS Malaysia International Conference (NUBS icon) 2020

- ✓ Kuala Lumpur Teaching Centre –University of Nottingham Malaysia

LOCAL & REGIONAL WORKSHOP AND SEMINARS

- ✓ August 2016: Taxation Training on Women Entrepreneurs –UN
- ✓ October 2015: Taxation on SMEs Training - International Capacity Building KU
- ✓ May. 2013: Education Pedagogy_ Kenyatta University
- ✓ Sept 2013: Case Studies Training_ Kenyatta University
- ✓ July 2003: Kenya Women Finance Trust KICC Nairobi Micro Credit and Finance
- ✓ Sept. 2005:Co-operative Bank Business Management – Kariobangi
- ✓ Sept. 2007:Entrepreneurship Training and Small Business Development- Kenya Dairy Board – Nairobi

1.3 QUALITY TEACHING, LEARNING AND MENTORSHIP

(i) Student Evaluation

STUDENT-LECTURER EVALUATION RESULTS

S/NO	UNIT TITLE	CODE	YEAR & SEMESTER	%
1.	Business Strategic Behaviour &, Leadership	BBA 860	2024/2025 1 st Semester Regular (City Campus)	100%
2.	Management of International Business and Organization	BBA 402	2024/2025 2 nd Semester Regular (City Campus)	100%
3.	Strategic Marketing Management	BBA 845	2024/2025 1 st Semester	79.86%

			Regular (City Campus)	
4.	Management of International Business and Organization	BBA 402	2023/2024 2 nd Semester	98.47%
5.	Technology and Creativity	BBA 204	2023/2024 2 nd Second Semester	100%
6.	Labour Economics	BHM 047	2023/2024 Second Semester	86.21%
7.	Management of International Business and Organization	BBA 402	2022/2023 First Semester	100%
8.	Management of International Business and Organization	BBA 402	2020/2021 2 nd Semester	98.47%

1.3 (ii) Training in Higher Education teaching since the last appointment or promotion

- ✓ **30th July – 8th August, 2018:** Participated in a nine (9) days training for Entrepreneurship Educators course
- ✓ **26th – 28th July, 2017:** Participated in a three (3) days seminar for Wadhvani Foundation Entrepreneurship Model for the implementation of the blended curriculum for entrepreneurship.
- ✓ **28th May – 14th November, 2013:** Teaching Methodology Course
- ✓ **27th – 28th June, 2013:** Case Learning and Teaching Workshop

Post-graduate Supervision

(iii) Research Supervision (on-going)

- ✓ Nkoiboni J. Kipino: D53/CTY/PT/20912/2020: Strategic Economic Recovery Interventions and Performance of Selected Micro and Small Enterprises in Kajiado County, Kenya
- ✓ Gathambo M. Nduta D53/OL/HEP/20264/2021: Dynamic Capabilities and Performance of Commercial Banks in Nairobi County, Kenya

- ✓ Tego Yayo Boru D53/OL/CTY/32948/2016: Strategic Management Practices and Performance of the National Health Insurance Fund in Marsabit County, Kenya
- ✓ Dennis Njeru Gitari: D53/OL/CTY/21943/2021: Exploring Carbon Trade Financing Strategies and Competitiveness of Private Sector in Kenya
- ✓ Oscar W. Manyeki: D53/OL/CTY/22295/2022: Strategic Management Practices and Sustainability of Agribusiness Multi Nationals in Kenya: A Survey of Syngenta Flowers in Kenya
- ✓ Hillary Ngeno D53/OL/HEP/20407/2022: Role of ICT in Rural Electification in Kenya
- ✓ Ruto K. Kiprop D53/OL/NKU/27605/2019: Effect of Transformational Leadership on the Performance of Technical Vocational Education and Training Centers (TVETs) in Elgeyo Marakwet County, Kenya
- ✓ Martin Mugendi Kinyua: D53/OL/CTY/26453/2015: Innovation Adoption on the Performance of Insurance Brokerage Firms in Nairobi County, Kenya
- ✓ Ann Wanjiku M. D53/OL/CTY/20869/2020: Gender Mainstreaming in Human Resource Management
- ✓ Lilian W. Nderi D53/OL/EMB/28137/2019: Application of Service Provision Strategies on Performance (Case Study of Cleaning Companies in Kenya)
- ✓ Chrispen B.O. Maende Ph.D/113/2020:
- ✓ Boniface M. Ritho D86/CTY/9263/2014:
- ✓ Raphael N. Gichinga D86/CTY/38236/2017
- ✓ Mercy Jepkemboi: D53/CTY/PT/33891/2015
- ✓ Oscar W. Manyeki: D53

Research Supervision (Completed)

- ✓ Faith Georgina Ndanu D53/OL/CTY/32628/2016: Restructuring Strategies and Performance of Deposit Taking Savings and Credit Cooperative Societies in Nairobi City County, Kenya
- ✓ Emily Kariuki D53/CTY/PT/28897/2019: Strategic Positioning and Organizational Performance of Center for International Forestry Research and World Agro-Forestry in Nairobi City County, Kenya
- ✓ Kipkorir Jebet Irene D53/CTY/PT/29966/2014: Virtual Banking and Growth of Customer Base on Commercial Banks in Nairobi City County, Kenya
- ✓ Edgar S. Murunga D53/CTY/PT/38622/2016: Organizational Culture and Strategy Execution at Commission for University Education, Kenya

- ✓ Hussein Mutiso Stanley D53/OL/CTY/3775/2017: Dynamic Capabilities and Customer Satisfaction in Stock Investment Firms , in Nairobi City County, Kenya
- ✓ Jacinta W. Ndungu D53/CTY/PT/28242/2014: Determinants of Sustainability of Micro and Small Enterprises Owned by Youth in Nairobi City County, Kenya
- ✓ Kinyua M. Mugendi 53/OL/CTY/26453/2015: Innovation Strategies and Performance of Insurance Brokerage Firms in Nairobi City County, Kenya
- ✓ Kipngeno Rono Josphat D53/OL/23312/2013: Influence of Access to Microfinance Loans on Poverty Reduction in Kuria West Constituency
- ✓ Kanyeria Ruth Njeri D53/CTY/PT/30883/2015: Influence of External Business Environment on the Success of Health Projects in Nyandarua County, Kenya

1.4 PROFESSIONAL SERVICE AND CONSULTANCY

1.4. (i) Evidence of Networking and Collaborating with External Organisations

- ✓ **5th – 11th June, 2023:** Participated in a Mobility Exchange Programme for the Alianza Universidades co-funded by the Erasmus + Programme of the European Union
- ✓ **4th August 2020:** Invitation to UNESCO Chair KU Hedges Online Survey
- ✓ **28th October, 2021:** Participated in a Capacity Building Webinar on Green Economy and Sustainability
- ✓ **February, 2021:** Carried out a research on the Small and Medium Enterprises at the Mazoon University College, the proposal entitled “Reconciliation of the Copy Cat Business Model and Fear of Failure in Entrepreneurship: The Moderating Effects of Technological Innovations in Oman”.
- ✓ **9th – 10th January, 2020:** Presenter in Nottingham University Business School (NUBS) Malaysia Conference.

Trained the following SMEs in TAXATION matters

- ✓ J F Macloy ltd -trained 25 employees in Accounting, Marketing .logistics and Stores Departments.
- ✓ Marshall Fowler Engineers Ltd
- ✓ Trained 25 employees of Finance and Administration Departments (on above Taxation Issues)
- ✓ Nairobi Plastics ltd
- ✓ Trained 15 employees of Accounting and Sales Departments
- ✓ B D Mechanical Engineers ltd
- ✓ Trained 12 employees of Sales and marketing Departments
- ✓ Githunguri Dairies
Trained 30 employees of Accounting, Sales, and Logistics. Stores and Purchasing Departments.
- Muranga Farmers’ Cooperative union
Trained 18 employees of accounting and Sales departments.

- Kamacharia Cooperative Society
Trained 10 employees of Finance and Administration Departments.
- King Plastics ltd
Trained 22 employees of Sales and Marketing Departments
- Sarmar Cutt Industries ltd
Trained 35 employees of Accounting, Sales, Stores and Purchasing Departments.
- Wadia construction Company Kenya ltd- Trained 35 employees of Accounting, Finance and Administration
- David Engineering Ltd
Trained 9 employees of Marketing and sales departments.
All above I trained them on taxation issues among others.
- ADCA International Ltd
- Lumacey Tax And Management Consultants
- Jafra Dairies
- Titanic
- Target Enterprises
- Gibrose International

1.4. (ii) Invited Member of an Editorial Board

- ✓ 23rd September, 2021: Letter of Appreciation for Supporting the Review Process of the Journal of the Kenya National Commission for UNESCO

1.4. (iv) Consulting for External Academic/Professional Organizations/Institutions

- ✓ **4th August 2020:** Participated in an online survey on UNESCO CHAIR HEDGES whose aim was to identify emerging priorities for advancing learning for an inclusive Green Economy and Sustainability and identify sustainability needs, challenges and opportunities related to governance operations and community at Kenyatta University and finally formulate strategies for Green Economy and Sustainability learning at Kenyatta University.
- ✓ **21st February, 2022:** Appointed Staff to teach purely online MBA Programme in March and May Intakes – Higher Education Partners (HEP) Academic Services

1.5. ADMINISTRATION AND RESPONSIBILITIES

1.5.1 Recognized University Administrative Positions

1.5.1. (ix) Membership of the School/ Departmental Committee

- ✓ **24th January, 2025:** Appointed member of Marks Verification Committee
- ✓ **5th February, 2024:** MSC Entrepreneurship Curriculum
- ✓ **1st February, 2024:** 2024 Member of Departmental Committees
- ✓ **11th June, 2024:** Appointed Member of Departmental MBA Defense Panels- Minutes(11-6-2024)

- ✓ **31st July, 2023:** Stakeholders Participation Forum in Curriculum Development
- ✓ **20th June, 2023:** Appointed into Departmental Committee to develop Curriculum for Bachelor of Entrepreneurship, Innovation and Management
- ✓ **11th June, 2018:** Appointed to the Departmental Committee to Review Msc. Entrepreneurship Curriculum.

1.5.2. Other Responsibilities in the University

Initiating New Academic Programmes in the department

- ✓ **16th August 2018:** Appointed member of the Committee for the Departmental Curriculum Review Launch.

1.6. COMMUNITY ENGAGEMENT AND OTHER CONTRIBUTIONS

- ✓ Microfinance Management
- ✓ Staff Development
- ✓ Education Pedagogy – Case study teaching (Kenyatta University)
- ✓ Environmental Preservation and Management (Kenyatta University)

1.6. (i) Attracting Research and Development Funding

- ✓ **2nd July, 2024:** Research for Enterprise Development and Incubation in collaboration with APU and 16 other universities in ASEAN, India and South Africa.
- ✓ **18th September, 2019:** Industrial Development Diversification in the Gulf.

1.6. (ii) Member of School Board

- ✓ Member of the Board of Management for Ihwagi Secondary School, Karatina

Community Based Projects:

- ✓ **11th and 12th October 2018:** Participated as a Speaker at the Women Entrepreneurship and Innovation Summit 2018, held at the Bomas Hotel

1.6. (iii) PROFESSIONAL AFFILIATIONS

- ✓ Chairperson, Board of Governors Dandora Secondary School
- ✓ Board Member Ihwagi Secondary School
- ✓ Kenya Women Finance Trust
- ✓ Mlango Kubwa Women Group Secretary

- ✓ Faulu Kenya
- ✓ Jisaidie Women Group Secretary

1.6. (iv) Recognition, Awards and Honours

- ✓ **3rd November, 2021:** Received a Thank You Note from the UNESCO Chair, Hedges for participating in a virtual Capacity Building meeting on 28th October, 2021.
- ✓ **1st September 2021:** Appreciation for organizing the 3rd IBRIC, 2021 Conference
- ✓ **3rd September, 2021:** Appreciation for being IBRIC 2021 Moderator

1.6. (v) Guest Speaker

- ✓ **3rd – 6th December, 2024:** Ministered at the Gospel Revival Centre Int'l National Youth Camp held at the Jamhuri High School, Nairobi.
- ✓ **10th October, 2024:** Guest Speaker, Men's Conference at the GRC Nairobi East Region
Theme: Raising Men of Integrity

LANGUAGES

English: Fluent, Advanced Reading and Writing
Kiswahili: Native Language

COMPUTER SKILLS

Microsoft Office-Microsoft Word, Microsoft Excel, Microsoft Access, Microsoft Power Point