

REPORT**ON****DIPLOMA IN MANAGEMENT AND
SECRETARIAL STUDIES - INTAKE 6: YEAR 1****PRESENTED BY:****JOSEPH N. KIMANI****TO****THE CLERK
NATIONAL ASSEMBLY
NAIROBI****COURSE DURATION: NOVEMBER 08 - DECEMBER 17, 2004
VENUE: ESAMI HQ, ARUSHA, TANZANIA**

DEDICATION

This Report is dedicated to my beloved comrade and wife Njeri, and my children Wamaitha, Gakenia and Kimani. May God bless them.

1. **ACKNOWLEDGEMENT**

I wish to thank the Kenya National Assembly for giving me the chance to attend this very important course. Special tribute goes to the Clerk of the National Assembly, Mr. Samuel W. Ndindiri, for nominating me to the course; Mr. P.C. Owino Omolo, Deputy Clerk/Administrative Services who has always encouraged me to undergo this management training and who has on numerous occasions tried to solicit for funds, even from donors, for this important training to succeed; Mr. P.G. Gichohi, Deputy Clerk/Legislative and Procedural Services for his fatherly advice and encouragement to attain higher grades; Mrs. Irene Muraguri, Deputy Chief Finance Officer, for her endeavours to ensure funds are availed to train officers in middle level cadre; and Mr. G. Okola, Senior Principal Personnel Officer, for his immense efforts in securing training vacancies with ESAMI.

My deep gratitude goes to ESAMI for offering this management training programme. Special gratitude goes to Prof. (Mrs) Apolonia Kerenge, Director of Business School at ESAMI Headquarters for her words of encouragement throughout my training period in Arusha. I also wish to pay tribute to Mr. Munene, Business School Administrator for availing the necessary training material; lecturers Prof. Mumba; Prof. Mojo; Mr. Kamau, Mr. Kiuluku, Mr. Majo, Mr. Lweye and all other Esami staff for making my stay with them successful. Many thanks to all those Tanzania nationals who made sure I was comfortable in their country.

Lastly, very special regards go to my family for their patience during the period I was away from home.

2. **INTRODUCTION**

Diploma in Management and Secretarial Studies program is a continuation of Management Development Programme for Executive Assistants I-III. To qualify for this training, one must have attended the above three stages and passed the requisite examination.

The Diploma level is divided into two stages of six (6) weeks each. It is held in Esami headquarters, Arusha. This report relates to stage I which was Intake 6: Year 1. The next and final one will be Intake 6: Year 2, leading to the award of Diploma in Management and Secretarial Studies after writing the relevant exams.

The overall objective of this training is, among others, to enable Executive Assistants perform effectively in their positions. The program sets to achieve this by:

- making the participants appreciate the vital role they play;
- exposing the participants to management functions;
- equipping them with the general management knowledge, skills and techniques;
- equipping them with skills in managing human relations; and
- exposing them to gender issues in management.

Participants to this course were seventeen (17) from Tanzania, Zimbabwe and Kenya. The Course Administrator was Mr. Munene, a Consultant from Zambia working with Esami. The venue was at Esami headquarters, Njiro Hills, Arusha, Tanzania. The duration was six weeks, i.e. from November 08 to December 17, 2004.

This programme consisted of six (6) modules which took one week each after



which we wrote exams every Monday morning for each module covered and thereafter embarking on the next module. The second and final program is set for August, 2005 at the same venue.

Meanwhile, I am in the process of compiling an independent academic Research Paper in partial fulfillment of the Diploma which I will present to your office before handing it over to Esami Business School for assessment.

I attach copies of the Research Proposal and a self-explanatory letter from the Director of Business School, Esami, relating to the proposed research paper.

The topics covered during the training are enumerated in subsequent pages of this report.

3. PROGRAMME CONTENT

The following modules were covered in this programme:-

(a) ACCOUNTING - (*Mr. Majo*)

Week 1 - (08-12 November, 2004)

- ❖ Introduction to financial statements – balance sheet, income statement; Accounting concepts/conventions;
- ❖ Source Documents and elements of books of accounts;
- ❖ Double entry and Trial Balance;
- ❖ Cash and Banking;
- ❖ Bank Reconciliation Statement;
- ❖ Interpretation of Financial Statements;
- ❖ Uses of Financial Statements; and
- ❖ Basics of Working Capital Management

Exam – Accounting

(b) SECRETARIAL STUDIES - (*Mr. Martin Lyewe*)

Week 2 - (15-19 November, 2004)

- ❖ Secretarial Studies: Opening case studies
- ❖ The Secretarial Profession: Past, present and future
- ❖ A Career path for the Secretarial Profession
- ❖ Making an Impact as an Executive Assistant
- ❖ The Emerging Virtual Office
- ❖ Interviewing and Appraising a Secretary
- ❖ The Secretary/Manager Partnership
- ❖ Making the most out of support staff: Advice to Executives
- ❖ Communication Skills: Effective Reading, Effective Listening; Effective Writing;
- ❖ Managing Secretarial Teams

Exam – Secretarial Studies

(c) GENERAL MANAGEMENT - (Mr. F. Kamau)

Week 3 - (22-26 November, 2004)

- ❖ The General Management functions in organizations;
- ❖ The Management Environment
- ❖ Management Ethics and Social Responsibility
- ❖ Planning and Plans
- ❖ Organizing: Principals and Systems
- ❖ Decision Making;
- ❖ Control: Principals and Process

Exam: General Management

(d) RESEARCH METHODS – preparing for Research Paper - (Prof. J.S. Mumba)

Week 4 - (29 Nov – December 03, 2004)

(e) PUBLIC RELATIONS & CUSTOMER CARE - (Mr .Peter Kiuluku)

Week 5 - (06-10 December, 2004)

- ❖ Introduction to Public Relations
- ❖ The Activities and Functions of Public Relations
- ❖ The Attributes and Ethics of Public Relations
- ❖ Public Relations and the Media
- ❖ The Execution of Public Relations
- ❖ Public Relations and Communications
- ❖ Basic Planning of a Public Relations Programme
- ❖ Introduction to Customer Care
- ❖ Service Management
- ❖ Customer Care Approaches
- ❖ Management of Customer Care/ Complaints

Exam: Public Relations

(f) **BUSINESS ADMINISTRATION** - (*Prof. Monyo*)

Week 6 (13-17 December, 2004)

- ❖ Understanding Organisations
- ❖ Business Organizations
- ❖ Introduction to Corporate Finance
- ❖ Marketing Business Products
- ❖ Quality and Just-In-Time Production
- ❖ Business Ethics
- ❖ People-related Issues
- ❖ Introduction to Operational Philosophies

Exam: Business Administration

4. CONCLUSION

Most organizations have lately taken training of their staff seriously with a lot of emphasis to Information and Communication Technology (ICT) and general office management skills.

The secretarial profession has evolved through the years to become so essential in organizations such that they are regarded as an important link between the top management and the clients/customers as well as other stakeholders. These middle level officers are now referred to as Executive Assistants; Office Administrators; Administrative Assistants and Office Managers due to the important role they play in their organizations.

The role of the middle level managers in any organization is an integral part for an organization to excel due to the fact that these officers are a direct link between the organization as a whole and its clients. The image portrayed by these officers to the outside environment would go a long way giving a true picture of the organization.

Being the pioneer of this management training programme among the middle level staff through ESAMI. I am happy to note that my efforts since 1998 have not been in vain since all secretarial staff have benefited immensely through these short courses.

Having delinked Parliament from the mainstream civil service and in order to retain qualified personnel, I wish to recommend the following:-

- that the current secretarial scheme of service be overhauled with a view to introducing another which will suit their current duties

and responsibilities with special emphasis to their previous training and work experience;

- that the training committee come up with a training programme for all sections to avoid discrimination and in order to give equal opportunities to all staff; and
- that officers who have served in one salary scale for over ten years be promoted to the next scale to avoid further stagnation as well as to motivate them.

The above recommendations are based on the experience gathered from Tanzania and Uganda civil service. They are purely personal and are not bidding to the Parliamentary Service Commission whatsoever. Be that as it may, it is my humble prayer that the National Assembly will consider the recommendations and hopefully act on them.

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Copies to:

- Deputy Clerk – Legislative & Procedural Services
- Deputy Clerk – Administration
- Deputy Clerk – Committees
- Deputy Chief Finance Officer
- Senior Principal Personnel Officer



EASTERN AND SOUTHERN AFRICAN MANAGEMENT INSTITUTE

A Centre for Human Resources Development in Africa

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15th December 2004


Dear Sir/Madam,

DIPLOMA IN MANAGEMENT AND SECRETARIAL STUDIES: DATA COLLECTION FOR THE RESEARCH PAPER

We request on behalf of **Mr. Joseph Ngige Kimani** a registered student in the above programme, for access to your data/information and resources in your organization/institution that would enable her/him conduct and complete an academic research paper.

He/she is required to submit an Independent Research written report by 30 August 2005 when she reports back for his/her second and final year of the programme in partial fulfillment for the award of The Eastern and Southern African Management Institute's **Diploma in Management and Secretarial Studies**.

Your assistance to the above stated students will be greatly appreciated.


Professor A. Kerenge
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..... Our Motto is Management Performance Improvement at Work

DIPLOMA IN MANAGEMENT & SECRETARIAL
STUDIES - INTAKE 6/2018

RESEARCH PROPOSAL

"PERFORMANCE IMPROVEMENT IN THE CLERK'S
CHAMBERS IN THE KENYA NATIONAL ASSEMBLY"

Background

This research is intended to explore into service delivery and efficiency in the department of Clerk's Chambers in the Kenya National Assembly whose duty, among others, it is to provide legislative services in the National Assembly.

In defining the problem, the following ~~pi~~ areas have been identified as hindrances to quality service delivery: -

- i) some staff in the section have complained of being left out when their colleagues are taken for training;
- ii) a number of Executive Assistants have on several occasions complained of being overworked by having to report to more than one superior;
- iii) it has been difficult to trace the current position of Bills, Motions and questions with regard to when they were passed;
- iv) members of Parliament complain that it takes too long to process their Parliamentary Questions; and
- v) staff have complained of stagnating in the same job groups for more than ten years without promotion.

The research will come up with conclusions →

outlining the shortcomings experienced in the department and subsequently present recommendations on how to revamp it with a view to attaining adequate service delivery and improve on performance.

This will go a long way in satisfying the needs of members of Parliament in their quest to serve their constituents.

2. Objectives

The research will attempt to answer the following questions:

- i) training needs - are employees in the department well trained in their fields?
- ii) tools & equipment - do they have the right tools for their work, e.g. computers?
- iii) motivation - are they adequately remunerated? Are their salaries commensurate with their qualifications? Is the scheme of service favourable?
- iv) Is there proper job specification?
- v) Is there centralization of the department?

3. Method

The research method I intend to use will be:-

- i) conduct a simple random sampling by interviewing a number of staff in the department.
- ii) prepare a simple questionnaire which will provide data on employees' previous training, promotions awarded as well as duties performed by each staff member.

Time scale

-The research is intended to take three months
-January to March, 2005 when all staff
will be fully engaged in their work stations.
At the same time, Parliament will be in
session thereby providing a forum for
proper data collection.

Resources:

The library section will provide data
relating to Bills and Motions passed by the House
since the 9th Parliament commenced business
after the last general election of December 2002.

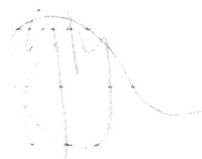
I will also use my office computer to
key in the data and prepare the report. I
will use office stationery for conducting the
research.

Eventually, other officers interested in
reading my report can access it from my
computer.

- x -

Thursday, December 02, 2004

Proceed.



3/12/04
Proj. J. Mumba