

CURRICULUM VITAE

Current Address:

University of Nairobi School of Business
P. O. Box 30197 i 00100 GPO, Nairobi, Kenya
E-mail: kaijage@uonbi.ac.ke and eskaijage@yahoo.co.uk

BIO DATA

Full Name: Erasmus Shubi **KAIJAGE**
Date of birth: 26th May 1951
Nationality: TANZANIAN
Marital Status: Married
Children: Four

ACADEMIC & PROFESSIONAL QUALIFICATIONS:

Doctor of Philosophy (PhD.) University of Sheffield (UK); 1989 - 1992

Master of Business Administration (MBA) Catholic University of Leuven (Belgium);
1981 - 1983

Bachelor of Arts (BA) Honours, Management & Administration.; Finance Option
University of Dar-es-Salaam; 1977 - 1980

Diploma in Business Administration; Accounting Option, College of Business
Education 1975 - 1976

National Accountancy Diploma (NAD); National Board of Accountants and Auditors
(Tanzania)

CURRENT POSITION

Barclays Endowment Chair Professor at the University of Nairobi School of Business,
Kenya.

RESPONSIBILITIES, APPOINTMENTS AND BOARD MEMBERSHIP:

Member: Deans Across Frontiers Committee (A Committee of European Foundation of
Management Development) (June 2011 to date)

Chairman of the Jury: Investment Climate and Business Environment - Research Fund (ICBE-
RF) managed by TrustAfrica (Pan-African) i Headquarters in Dakar, Senegal (2006 to
date)

Organising Secretary, Operations Research Society for Eastern Africa (ORSEA) (2008 to date)

Chairman: University of Dar es Salaam Procurement Management Board (June 2010 to January
2011)

Chairman and Member of the Governing Board, Association of African Business Schools
(AABS) Head office at Gibson Institute of Business Sciences, University of Pretoria S.
Africa; (2005 to 31st December 2009)

Committee, Association of African Business Schools (2009 to

Member of the Governing Board: Global Foundation of Management Education (GFME): January 2009 to December 2010.

Vice Rector Academic, School of Finance and Banking, (SFB) Kigali, Rwanda; (November 2007 to October 2009);

Faculty Dean and Chairman of the Board: Faculty of Commerce and Management (now University of Dar es Salaam Business School), University of Dar es Salaam: for two consecutive triennia between July 2000 and June 2006.

Head of Department Department of Finance, Faculty of Commerce and Management; for two triennia UDSM; 1984 -1989; 1994 to October 1998

Associate Dean (Academic): Faculty of Commerce and Management, UDSM, 1992 to 1994

Project Leader: Expert Advisory Team, Restructuring of the University of Dar-es-Salaam Financial Management Systems (EAT-UFM), 1993 to 1997.

Board Member, Board of External Trade: March 2004 to 2009

Council Member, Institute of Tax Administration. July 2005 to date

Member of Bankers' Board, Institute of Finance Management (IFM), Dar-es-Salaam; (1985 - 1989), 1994 - to 1998

Member of the Insurance and Social Security Board, Institute of Finance Management (IFM), Dar-es-Salaam; 1992 to 1998

Board Member, Dar-es-Salaam University Press (University of Dar-es-Salaam) Board (1987 - 1989)

SELECTED PUBLICATIONS:

Books

1. Kaijage, E. S. & L. Mwaipopo (Edition) (2005): Entrepreneurship Research and Development in Africa: Achievements, Challenges and Future Prospects. Mkuki na Nyota Publishers, ISBN 9987 417 49 3 (book).
2. Kaijage, E. S. (2002): Elements of Financial Management. Mkuki na Nyota Publishers ISBN 9987 ĩ 686 ĩ 30 3 (Text book)
3. Kaijage, E. S. & Tarimo, E. N: (1999) "Financial Managementò Student Manual: ISBN 9976-78-004-4.© NBAA 1

and work of African Graduates: An empirical analysis of six countries. In Mugabushaka et alia eds: Higher education and Work in Africa: A comparative empirical study in Selected Countries: Incher i Kassel, International Centre for Higher Education Research Kassel. 2007

2. Kaijage, E. S. (1994): **Strategies for mobilizing capital for indigenous investment:** a chapter in the book: "The Role of the Private Sector in the Enhancement of the Indigenization of the Tanzanian Economy" Edited by Prof. S. Mushi, Published by Policy and Development Research Centre (PDRC).

Journal articles

1. Kaijage, E. S. and O. M. Nzioka (2012): **Determining the Extent of Financial Integration in East Africa Using Beta Convergence and Cointegration Analysis.** (Accepted for publication in the Journal of Operations Research Society of Eastern Africa (ORSEA))
2. Kaijage, E. S (2011): **University - Industry Linkage in Tanzania and its Impact on SMEs' Development.** (Accepted for publication in Business Management Review)
3. Kaijage, E. S et al. (2008): **Credit Risk Management System of a Commercial Bank in Tanzania.** Journal of Emerging Markets (2008), Vol 3 Issue # 3ôpp 323 i 332 i Emerald Group Publishing Company.
4. Kaijage, E. S. (2003): "The relationship between the level of sophistication of capital budgeting techniques used, firm size and firm performance" The Nairobi Journal of Management.
5. Kaijage, E. S. (2002): "Institutionalization of the public-private sector dialogue in Tanzania: Are SMEs left out?" The Nairobi Journal of Management.
6. Kaijage, E. S. (2001): "Knowledge and Skills of B.Com Graduates of the Faculty of Commerce and Management, University of Dar-Es-Salaam in the Job Market" African Symposium: A journal of Education Research on Africa. Vol. 1 # 1, January 2001. (Online journal <http://www2.ncsu.edu/ncsu/earn/bcorners.html>)
7. Kaijage, E. S: (1999) "Employment of FCM B.Com graduates: A comparative analysis between Accounting, Finance and Marketing graduates" Business Management Review
8. Kaijage, E. S: (1999) "The FCM Graduate: A tracer study of the Faculty of Commerce and Management Graduates and their employers" Business Management Research Series No. 2. Faculty of Commerce and Management, University of Dar es Salaam. 1999
9. Kaijage, E. S. & Abayo, A. G. (1997): Economic efficiency (Unit cost) of secondary and tertiary education and training sector in Tanzania. Papers in Education and Development, No. 18 , April 1997.
10. Kaijage, E. S. (1994): Capital Budgeting practices in Tanzania: Business Management Review, Vol. 3 No. 1., 1994, pp. 1 - 15.
11. Kaijage, E. S. (1985): Mergers and acquisitions: A review of theory and empirical evidence. Business Management Review, Vol. 2. No. 1, June 1985

... Lending to Small and Medium Businesses in Tanzania
 A Reality or an Illusion? Case study published by the University of Dar es Salaam Business School.

Most Recent Research Report:

Kaijage, E. S. and David Wheeler (2013): Supporting Entrepreneurship in East Africa:

Conference Proceedings

1. Kaijage, E. S. and O. M. Nzioka (2012): Determining the Extent of Financial Integration in East Africa Using Beta Convergence and Cointegration Analysis. (Published in the conference proceedings of the Operations Research Society of Eastern Africa)
2. Kaijage, E. S. (1994): Designing an effective credit policy: in the proceedings of the "Marketing Sensitization Seminar" for AGIP (T) Ltd., organized and published by the Marketing Department, Faculty of Commerce and Management, University of Dar-es-Salaam. May 1994.
3. Kaijage, E. S. (1993): Financial Sector Restructuring in Tanzania. In the Proceedings of the Conference on "Strategic Management Challenges of the 21st century Tanzania", Organized and published by the Faculty of Commerce and Management, University of Dar es Salaam.

Others

1. Kaijage, E. S. (1993): "The urgent need for a stock exchange in Tanzania" The Express Finance Supplement.
2. Kaijage, E. S. (1992): The Investment decision-making process of Tanzanian Business firms with emphasis on financial evaluation: Ph.D. Thesis. University of Sheffield, UK
3. Kaijage, E. S. (1988): The applicability of cash management models in the Tanzanian environment. Research report submitted to the UDSM Research and Publications.
4. Kaijage, E. S. (1983): A critical review of empirical findings on small-firm-effect with respect to capital market efficiency and equilibrium models. MBA Thesis, KUL, December 1983.

SELECTED MAJOR RESEARCH PROJECTS INVOLVED IN

1. Kaijage, E. S. and David Wheeler: Supporting Entrepreneurship in East Africa: 2012 - 2013. A study funded by DFID.
2. Kaijage, E. S. A study of the investment decision making process of SMEs in East Africa. 2007 - 2011
3. Kaijage, E. S. Conducting a study on the University-Industry linkage in Tanzania. A study Commissioned by the World Bank. May 2006 - February 2007.

study on the investment decision making process of small Africa. A study sponsored by SIDA/SAREC; April 2004 to

5. Kaijage, E. S et alia.: Conducting a tracer study of the graduates of the University of Dar es Salaam and their employers ĩ A study funded by the University of Dar es Salaam 2003.
6. Kaijage E. S.: Country situation report on Public-Private sector dialogue in Tanzania. Commissioned by UNCTAD, Geneva, May 2000 to July 2001
7. Kaijage, E. S.: Conducting a tracer study of the graduates of Faculty of Commerce and Management and their employers ĩ A study funded by the Association of African Universities (AAU) 1997
8. Kaijage, E. S. et al. Feasibility study on Africa Regional Programme on Enterprise Development Phases III: A study Commissioned by the World Bank to the Helsinki School of Economics, Finland and the University of Dar-es-Salaam. January 1996 - February 1996.
9. Kaijage, E. S. et al. A study on "Economic Efficiency of the Secondary and Tertiary Education and Training Sector in Tanzania". Study commissioned by World Bank. May 1995 to September 1995
10. Kaijage, E. S. et al. Feasibility study on Africa Regional Programme on Enterprise Development Phase II: A study Commissioned by the World Bank to the Helsinki School of Economics, Finland and the University of Dar-es-Salaam. September 1994 - November 1994.
11. Kaijage E. S. et al. Feasibility study on Africa Regional Programme on Enterprise Development Phase I: A study Commissioned by the World Bank to the Helsinki School of Economics, Finland and the University of Dar-es-Salaam. August - October 1993.

TECHNICAL ASSIGNMENTS AND REPORTS:

1. Kaijage et alia: **Revising the Academic Staff Evaluation policy and recommending an incentive scheme for the academic staff of the University of Dar es salaam.** January ĩ June 2007
2. Kaijage, E. S.; M. Nchimbi & M. D. Baisi: **Preparing a Strategic Plan for Tanzania Building Agency (TBA).** Commissioned by TBA 2005 - 06
3. Kaijage, E. S.: **Designing a Tanzania Poverty Reduction Project for the regions of Mtwara and Lindi;** commissioned by OPEC Fund for International Development, 2004 ĩ 2005. **Project was implemented by Tanzania Social Action Fund (TASAF),**
4. Kaijage E. S; M. Assad; F. Lwoga & M.D Baisi: **Determination of the best mode of investment for the University of Dar Es salaam at main campus (Mlimani City) and at Silversands.** Assignment commissioned by the University of Dar Es salaam. July ĩ September 2003

on of the Self Evaluation Report of the School of
 University, Kitwe, Zambia. Assignment commissioned by
 Universities, April - August 2003.

6. Kaijage, E. S. & M.D. Baisi: **Evaluation of bids for Tax Consultancy for TANESCO**. Commissioned by TANESCO. Sept. - October 2003
7. Kaijage, E. S. and S. E. Chambua: **Rationalization of Functions of the Social Services and Human Resources Development Division of The Planning Commission**. Commissioned by the Tanzania Government Planning Commission. March - June 2000.
8. Kaijage, E. S. & Baisi, M. D. :**Development of Management and Financial Systems for NGOs**: Commissioned by ESAMI on behalf of NIGP, May 1997
9. Kaijage E. S. & Shilla, R. M.: **Evaluation of the impact of a merger of Uhuru Publications Limited (UPL) and Modern Newspaper Printers Ltd. (Tanzania)**, Commissioned by Media Communications Limited. January 2000.
10. Kaijage E. S. & Oxford Policy Management Ltd. (UK): **Designing of a financing framework for the Sector Development Programme (SDP) of the Ministry of Education and Culture (MoEC), URT**. Commissioned by the DFID on behalf of the MoEC, February 6, 1998 - March 1998
11. Kaijage E. S. & Oxford Policy Management Ltd. (UK): **Designing of a financing framework and developing financial and accounting manuals for the Local Government Reform Commission**. Commissioned by the Dutch Government on behalf of Local Government Reform Commission, November 1997 - March 1998
12. Kaijage, E. S. **Restructuring of the University of Dar-es-Salaam Financial and Costing Systems**; Commissioned by the University of Dar es Salaam 1993 to 1997.
13. Kaijage, E. S.: **Finance Consultant to the Commission of Inquiry into Tanzania Harbours Authority operations**, July - September 1994.
14. Kaijage, E. S. & Mndeme S. "**Feasibility study of a proposed high class office block**" Commissioned by Tanzania Development Finance Company Ltd., Feb. 1994.
15. Kaijage, E. S. et al. **Designing a curriculum for Civil Service Top Executive Training programme; commissioned by Civil Service Reform Programme**; 1993.
16. Kaijage, E. S.; A. Nnko & L. Komba: **Evaluation of performance and restructuring of Silversands Hotel**, Commissioned by the University of Dar es Salaam (1989).
17. Kaijage, E. S. & A. Nnko: **Evaluation of performance and restructuring of UDSM Book-shop**, Commissioned by the University of Dar es Salaam (1989).
18. Kaijage, E. S.; A. Nnko & L. Komba: **Evaluation of performance and restructuring of Dar-es-Salaam University Press (DUP)**; Commissioned by the University of Dar es Salaam (1988).

C. Shayo: **Evaluation of performance and restructuring of University Garage**, Commissioned by the University of Dar es

20. Kaijage, E. S. & Moshi, F.: A feasibility study on "The acquisition of an in-house printing unit for Tanzania Standard Newspapers (TSN)" (1986).

SELECTED WORKSHOPS/SEMINARS/CONFERENCES ATTENDED:

1. **2012: 8th International Operations Research of Eastern Africa (ORSEA) Conference;** Kunduchi Beach and Resort, Dar es Salaam, Tanzania, 25th – 26th October 2012. Organised by ORSEA.
2. **2012 3rd African International Business and Management Conference (AIBUMA):** Embracing the Changing Face and Pace of Business Management Hosted by the School of Business, University of Nairobi: 12th – 13th July 2012, KICC, Nairobi, Kenya.
3. **2011 EFMD Africa Conference & Meeting of the Minds: The Business School in African as an Agent for Sustainable Business, Economic and Societal Development:** Hosted by University of Stellenbosch Business School, South Africa, 1st – 6th November 2011
4. **2010 EFMD Joint Africa Conference: Building a Business School in the 21st Century – The Africa case :** Hosted by EASE and Co-organised by AABS: Lisbon, Portugal; 19 – 21st September 2010.
5. **Responsible Business Schools in Challenging Times: Towards Creating a Sustainable Entrepreneurial Ecosystem in Africa and the Middle East:** Hosted by The American University in Cairo jointly with PRME, Egypt, 2nd – 3rd October 2011.
6. **Annual International Conferences on African Entrepreneurship and Small Business”** International Conference organized by the Faculty of Commerce and Management/University of Dar es Salaam Business School; University of Dar Es Salaam. 1998 to 2010.
7. **Annual International Conferences on Operations Research in East Africa (ORSEA):** Conferences organized by the ORSEA, 2003 to 2011.
8. International Academy of African Business Development Conference (IAABD) organized jointly by the Faculty of Commerce and Management of the University of Dar es salaam and IAABD, Golden Tulip, April 2005
9. 16th International Training Program on Utility Regulation and Strategy: Public Utility Research Centre/World Bank Training Program; June 7 – 18, 2004; Gainesville, Florida, USA

Management Conference organized by Makerere Business
 erere, Imperial Botanical Beach Hotel, Entebbe Uganda,

11. **Eastern and Southern African Association of Accountants General (ESAAG) Financial Management workshop for Senior Managers**, Pretoria South Africa 23 June ï 5th July 2003.
12. **7th Annual Conference of the African Stock Exchange Association**. Golden Tulip, Dar es Salaam, ïNovember 27 ï 30, 2002.
13. **Study programme on Higher Education management in Africa: phase II** Workshop organized by the AAU, December 17 ï 19, 2001
14. **Science and Technology for Africa of the 21st Century**; A conference jointly organized by New York Science Academy, IDRC and Association of African Universities, The Sheraton Harare, Zimbabwe, March 15 - 19, 1998
15. **"Civil Service Reform in Tanzania"** A National symposium organized by the University Consultancy Bureau, University of Dar-es-Salaam. January 15 - 16 1998, Kilimanjaro Hotel, DSM.
16. **"4th Annual International Management Conference on Modernization of African Economies: Challenges and strategies"** Organized by the Faculty of Commerce, University of Makerere, Uganda. November 26 - 28, 1997, Windsor Lake Victoria Hotel, Entebbe - Uganda.
17. **"Privatization Process in Tanzania and the challenges ahead"**, organized by the Tanzania Association of Accountants (TAA) on 17th May 1996. Dar-es-Salaam.
18. **"The role of government and entrepreneurs in making Tanzania competitive in the globalized world economy"** organized by ATE and ILO, May 21st - 22nd, 1996
19. **"Economic Growth, Employment creation and Poverty Alleviation in Tanzania"** organized by the Association of Tanzania Employers (ATE) in association with Friedrich-Naumann Foundation (FNF); October 1995.
20. **The Role of the Private Sector in the Enhancement of the indigenization of the Tanzanian Economy**. Organized by Policy and Development Research Centre (PDRC); 2nd - 3rd August 1994.
21. **Private Sector Financing**, organized by Tanzania Investment Bank and United States Development Agency. Kilimanjaro Hotel, 9th February, 1994.
22. **Conference on Strategic Management Challenges of the 21st century Tanzania**, organized by the Faculty of Commerce and Management, University of Dar es Salaam. Kilimanjaro Hotel, 1st and 2nd November, 1993.
23. **"Economic transformation in Tanzania"**, organized by Association of Tanzania Employers and Friedrich-Naumann Foundation, October 28th, 1993, Dar-es-Salaam

ing seminar" organized by the Bank of Tanzania and the International Development, 15th October 1993, Dar-es-

25. **"Stock Exchange and Capital Markets in Tanzania"** organized by Tanzania Investment Bank and United States Information Services, 25th June to 9th July 1993, Dar-es-Salaam.
26. **"Training workshop on Export Development Technology and Computing Services"**, organized by International Trade Center (ITC); Federation of African Consultants (FECA) and, Tanzania Association of Consultants (TACO), 7th December 1992, Dar-es-Salaam.
27. **"Privatization in Tanzania"**, organized by Association of Tanzania Employers and Friedrich-Naumann Foundation, 12th November 1992, Dar-es-Salaam.
28. **"Consultancy Services in HESAWA"**, organized by HESAWA in Mwanza, Kagera and Mara regions, November 1992.

UNIVERSITY TEACHING EXPERIENCE

- University of Nairobi School of Business: January 2011 to date
- University of Strasbourg, School of Management (EMS) (Visiting Professor) Nov. 2012
- School of Finance and Banking, Rwanda: 2007 to 2009
- University of Dar es Salaam: starting 1981 to December 2010
- Faculty of Management, University of Nairobi 2000
- Sheffield Hallam University, UK: 1998 to 2000

taught at graduate, masters and PhD degree levels the following courses:-

- Theory of Finance
- Seminars in Finance
- International Business Finance
- Corporate Finance
- Capital Budgeting
- Investment Analysis
- Cost-benefit analysis
- Portfolio theory
- Cost and Management Accounting
- Principles of Accounting
- Entrepreneurship
- Planning and Budgeting
- Financial control
- Micro-finance
- Etc..

CURRENT RESEARCH WORK/INTERESTS:

Integration of the East African Capital and financial markets.

Entrepreneurship Development in Eastern Africa.

Privatization of Public enterprises:

Investment Climate and Business Environment

Public Private Sector Partnership

Micro financing of SMEs

Financial sector restructuring:

-Analysis of financial performance of Bank and Non-Bank Financial Institutions; -
Developments in the establishment of stock exchange; - Financing of small entrepreneurs;
- Development of financial instruments; - Operations of Bureaux de Change.

Investment Decisions:

- Trading on the DSE; - Capital budgeting process in Tanzania; - Applicability of capital
budgeting tools in Tanzania; - Project analysis, evaluation and management in Tanzania; -
The influence of politics in business decisions.

SED:

1. Peter Nyaga Munyi: **The irrationality of Investors and Stock Prices in Emerging markets: Evidence at the NSE.** University of Nairobi School of Business School (2013 to date)
2. Marietta M. Steven: **An analysis of factors affecting long-run performance of IPOs on NSE – Kenya.** University of Nairobi School of Business School (2013 to date)
3. George Ndiritu: **Factors leading to slow growth in the number of listed firms in the Capital Markets in the East African Region: A perspective based on the Nairobi Securities Exchange.** University of Nairobi School of Business School (2012 to date)
4. Nancy Kiragu: **International Portfolio Diversification: An East African Region Perspective.** University of Nairobi School of Business School (2012 to date)
5. Nzioka Mutunga: **Determining the extent of Capital Market Integration.** University of Nairobi School of Business School (2012 to date)
6. Martin K. Odipo: **The link between purposes for Equity Offerings and the Longrun Share Price Performance: An empirical test on firms quoted at the Nairobi Securities Exchange.** (University of Dar es Salaam Business School (2012 to date)
7. Duncan Ochieng Elly: **Executive compensation, firm performance and shareholder wealth,** University of Nairobi School of Business School (2011 to date)
8. Winifred W. Njiraini: **Factors that can facilitate enhanced private investment in the Power Sector in Kenya** University of Nairobi School of Business School (2011 to date)
9. Juliet Wakaisuka: **Governance Practices, Capital structure decisions and Firm Performance.** University of Nairobi School of Business School (2012 to date)
10. Suma Mwansasu: **Impact of Financial Sector Reform in Stimulating Investments Owned by Indigenous Tanzanians** University of Dar es Salaam Business School (2009 to date)

Completed

1. Joshua Aduda: **The impact of Micro-finance services on poverty alleviation: An empirical Assessment of Selected Kenyan Households.** University of Dar es Salaam Business School (2005 to 2009)
2. Frederick Mwakibinga: **Public Sector Procurement in Tanzania: Its Organization and Practice.** University of Dar es Salaam Business School (2004 to 2008)
3. Evelyn Mduma: **Credit Risk Management in Commercial Banks: A Tanzanian Perspective.** University of Dar es Salaam Business School (2003 to 2009)
4. Baisi, M. D.: **The dynamics of firm financing decisions and Performance in Tanzania: The case of SMEs** University of Dar es Salaam Business School (1998 to 2008)

EXTERNAL EXAMINATION

- Department of Finance and Accounting, University of Nairobi. 1999 to 2004 ; 2008 to 2010 - B.Com and MBA Finance courses
- Department of Finance and Accounting, University of Swaziland; 2007 to date : B.Com and MBA programmes
- MBA Programme, Strathmore Business School, University of Strathmore, Nairobi, Kenya March 2007 to date
- Department of Business Studies, University of Zimbabwe, 2005 to 2008

nal University of Science and Technology, Bulawayo,
undergraduate and postgraduate programmes.

- **Department of Finance and Accounting, Kenyatta University, Kenya. 2004 to 2008**
- **Department of Accounting and Finance, Faculty of Business, University of Botswana. (2000 – to 2002)**
- **Faculty of Management, Kigali Institute of Science, Technology and Management (KIST) 2000 to 2005:** Management courses
- **Open University of Tanzania, Dar-es-Salaam, 1994/5 to 1998**
- **Makerere University/ Makerere University Business School, Kampala, Uganda**
Finance and Accounting related BBA and B.Com courses, 1995 to 1998;
MBA and PhD dissertations 2002 to 2009
- **National Board of Accountants and Auditors (Tanzania)**
Financial Management 1987 to 1998
- **Institute of Finance Management (IFM), Dar-es-Salaam**
Finance courses: 1985 - to 1998
- **Institute of Development Management (IDM)**
Finance courses: 1985 - to 1998
- **Moshi University Cooperative of Business Studies**
Finance Courses; Research Projects; 1987 - to 1998
- **College of Business Education, Dar-es-Salaam**
Financial Management; 1984 to 1995

COMPUTER AWARENESS:

Competent in the application of statistical, worksheet, database and word-processing packages and software.

• Erasmus one-month scholarship award spent at Kassel University on joint research. August 2000

- Sheffield Hallam University: spent a one academic year sabbatical leave at Sheffield Hallam University: October 1998 to September 1999.
- British Council: Visiting Lecturer, Sheffield Hallam University, UK July - October 1997.
- Association of African Universities research award to conduct a tracer study of the Faculty of Commerce and Management Graduates and their Employers, University of Dar-es-Salaam. March 1996 onwards.
- World Bank Scholarship award to pursue a doctorate at Sheffield University, UK; 1989 - 1992.
- British Council award: Visiting Lecturer, University of Sheffield, UK., Jan - June 1987.
- Belgian Government Scholarship to study MBA at K. U. Leuven, Belgium; 1981 - 1983



Prof. Erasmus S. Kaijage

April 2013