

MAKERERE UNIVERSITY

63rd GRADUATION BOOKLET

The Principal, Makerere University Business School to present the following for the Conferment of the Degree of Doctor of Philosophy

MAFABI Samuel

Conferment of the Degree of Doctor of Philosophy

NKUNDABANYANGA Stephen

“Board Governance, Intellectual Capital and Firm performance”.

Mr. Nkundabanyanga undertook a study to establish the relationship between board governance, intellectual capital and firm performance and, the mediating effect of board role performance on board governance and performance in Ugandan services sector firms; Nkundabanyanga developed a coherent model directed at improving firm performance. Following a positivist view of testing pre-specified hypotheses he then used Structural Equation Modelling with Analysis of Moment Structures for statistical modelling and findings suggest that board governance, intellectual capital and board role performance as a mediator account for significant variances in services sector firms' performance. One of the most significant contributions of his thesis is the finding that what make boards effective are not rules and regulations, usually espoused in codes of best practice and local regulations but whether they (boards) are performing the tasks for which they were hired – making an important contribution to extant literature in that the results provide a benchmark for stakeholders wishing to leverage the use of their boards by emphasising task/role performance and offering specific ways to manage and leverage intellectual capital by the board.