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Postgraduate Diploma in  
Leadership  
GRADUATION

**10** YEARS IN LEADERSHIP  
DEVELOPMENT

UONGOZI  
Institute

**AEE** Aalto University  
Executive Education



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online conversation:**

#PGDGraduation2020

UONGOZI Institute 

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# Introduction

UONGOZI Institute and Aalto University Executive Education of Finland are jointly running a Postgraduate Diploma in Leadership Programme, an Executive Programme that aims to equip Tanzanian senior leaders with the necessary skills and competencies to achieve sustainable development through competent leadership. The focus themes of the Programme are leadership, with an emphasis on strategic and ethical leadership, sustainable development, communications, human resource management, and leading change.

Facilitated by world-class professors and experts in leadership from around the world, the Programme is designed to encourage participants to challenge their thinking as they broaden their competencies in visioning, planning and inspiring others through advanced strategic communication. It motivates participants to become better designers and innovators of effective structures and systems for better results.

The Programme is designed for leaders who want to propel their professional development without putting their careers on hold. It is undertaken on an annual basis with a total of 10 modules. Each module runs for one month, consisting of 2-3 days in-class workshops and online individual or group assignments. On March 31, 2020, thirty two participants will form the third group of graduates for the Programme.

## For

African senior leaders seeking to enhance leadership capacity for sustainable development in their respective organisations.

## Personal Benefits

- Understand the forces shaping our world.
- Make strategic choices.
- Lead people and manage other resources.
- Excel in personal qualities.
- Challenge your thinking and renew as leader.

## Organisational Benefits

- Enhance ethical and result-oriented leadership.
- Strengthen the leaders' competencies to foresee, embrace and drive change by engaging their organisations and society.

# List of Graduates



**Abdallah Kiwango**  
Senior Accountant,  
Tanzania National Parks (TANAPA)



**Alli A. Hussein**  
Administration Manager,  
Zanzibar Airport Authority



**Angela Nyaki**  
Chief Park Warden,  
Tanzania National Parks (TANAPA)



**Bakari George**  
Rector,  
Tengeru Institute of Community Development



**Emanoel Alfred**  
Policy Analyst,  
UONGOZI Institute



**Emmanuel Semboja**  
General Manager,  
XCAR Interactive Tours and Travel Limited



**Esther Swai**  
Head of Customer Service and Business Retention,  
AAR Insurance Tanzania limited



**Grace Sengula**  
Human Resource Officer,  
Vice President's Office



**Karoli Shayo**  
Director,  
TIB Corporate Bank Limited



**Kelvin Lutengano**  
Human Resource Coordinator,  
President's Office Ethics Secretariat



**Lusajo Mwakaliku**  
Assistant Director Monitoring and Evaluation,  
Ministry of Energy



**Mari Pennanen**  
Chief Business Development Officer,  
Dar es Salaam Corridor Group



**Ntuli Kapologwe**  
Director of Health Services at PORALG,  
President's Office - Regional Administration  
and Local Government



**Nyabundege Mugeta**  
Former Managing Director,  
TIB Corporate Bank Limited



**Paul Makonda**  
Regional Commissioner Dar es salaam,  
President's Office - Regional Administration  
and Local Government



**Theonestina Kassiga**  
Program Assistant,  
Natural Resource Governance Institute



**Beatrice Tessy**

*Assistant Conservation Commissioner,  
Tanzania National Parks (TANAPA)*



**Chipole Mpelembe**

*Division of Inspectorate and Financial  
Tracking Unit,  
President's Office-Regional Administration  
and Local Government (TAMISEMI-DODOMA)*



**Constantine Kanyasu**

*Deputy Minister,  
Ministry of Natural Resource and Tourism*



**Edward Lyimo**

*Director of Legal and Company Secretary,  
TIB Corporate Bank Limited*



**John Kiswaga**

*Personal Assistant to the Minister of  
Investment,  
Prime Minister's Office*



**Jambo Ramadhani**

*Researcher,  
UONGOZI Institute*



**Justin Mdamila**

*Administrative Officer,  
Ministry of Minerals*



**Kadari Singo**

*Head of Executive Education,  
UONGOZI Institute*



**Izumbe Msindai**

*Chief Park Warden,  
Tanzania National Parks (TANAPA)*



**Mussa Sima**

*Deputy Minister of Union and Environment Affairs,  
President's Office - Regional Administration and Local  
Government*



**Muumin Salum**

*Planning Officer,  
Mkoani District Commissioner Office*



**Neema Mwabulanga**

*Assistant Coordinator Policy and Planning,  
President's Office*



**Ramadhani Masoud**

*Office-in-Charge Pemba,  
The house of Representatives, Zanzibar*



**Sekella Mwangota**

*Assistant Commissioner,  
Tanzania National Parks (TANAPA)*



**Shomari Shomari**

*Deputy Principal Secretary,  
Ministry of Infrastructure, Communication  
and Transportation- Zanzibar*



**Salmin Abdalla**

*Cabinet Secretary,  
Revolutionary Government of Zanzibar*

# Facilitators



## **Robin Gustafsson**

*Associate Professor of Strategic Management,  
Aalto University School of Science*

Robin Gustafsson's research focuses on strategy and organisation in industry and market disruptions (technology-induced disruptions). He teaches advanced courses in strategy, platform design and strategy, digital and data monetisation strategy, and technology and innovation strategy at the Masters and Doctoral level.

His research has been published in top tier journals, such as the Academy of Management Journal, International Journal of Management Reviews, Information Systems Review, Research Policy, Research in the Sociology of Organizations, Technology Innovation Management Review, R&D Management, Technological Forecasting and Social Change, and Organisation Studies.

## **Teemu Malmi**

*Professor of Accounting,  
Aalto University School of Business*

Teemu Malmi is an organizational theorist specialising in cost and profitability accounting, management systems, and strategy implementation.

He teaches frequently in a variety of Executive Programmes and has served as an advisor to a large number of companies from various industries. He is known for his research on the use of balanced scorecard in companies and his work on management control systems.







## **Ronald Dulek**

*Professor Emeritus of Management,  
University of Alabama*

Ronald Dulek serves as visiting Professor in the EMBA programmes at Tulane University and Aalto University. He has been at the University of Alabama for over 40 years, for 17 of those he was Head of the Management and Marketing Department.

His areas of specialisation are management communication and business strategy. Within the last five years, he has been a visiting lecturer in Tanzania, Hungary, Germany, Finland, Latvia, Russia, South Africa and China. He has authored or co-authored eight books and published more than 50 refereed journal articles.

In 2006, the Association for Business Communication selected Dulek for its highest research honour: The Kitty O. Locker Award for Outstanding Research.

## **Arnold Smit**

*Associate Professor of Business in Society,  
University of Stellenbosch Business School*

Arnold Smit is the Head of Social Impact, Associate Professor of Business in Society and Programme Director of the Africa Directors Programme, at Stellenbosch Business School. His teaching, research and facilitation focus on the contextualisation and integration of ethics, responsibility and sustainability in management education, leadership development and organisational practice.

He facilitates executive development programmes in the areas of responsible leadership, corporate governance, corporate sustainability and responsibility and non-profit leadership.

He is a member of the Board of the Globally Responsible Leadership Initiative, a member of the PRME Advisory Committee, a member of the USB-ED International Advisory Board, the immediate past President of the Business Ethics Network of Africa, and a trustee of SEED Educational Trust.





## **Eeva Niskavaara**

*Managing Director,  
Eeva Niskavaara Consulting Oy*

Eeva Niskavaara is the Managing Director at Eeva Niskavaara Consulting Oy, a management consulting company focusing on business economics training and building business acumen. She has been a consultant and a trainer since 1986. Her teaching and consulting areas include finance and accounting management, improving business performance, business simulations and games (strategy, customer focus and profitability), and transforming controller functions to business partners.

She is a frequent speaker in the internal seminars of major companies and leading management development institutions in Finland. Eeva Niskavaara has also served as a chairperson or member of the board in both state-owned and private companies.

## **Blandina Kilama**

*Senior Researcher, Research on Poverty Alleviation (REPOA)  
Chief Executive Officer, The Economic Society of Tanzania*

Blandina Kilama's current analytical work is related to economic transformation, interactions between financial sector and investment, post 2015 agenda (SDGs), women empowerment, value chain, child poverty mapping and poverty mapping.

She holds a PhD from Leiden University, a Master's in Public Administration in International Development (MPAID) from Harvard Kennedy School, and she earned her BA in Economics from the University of Dar es Salaam.





## **Rebecca Piekkari**

*Professor, International Business,  
Aalto University School of Business*

Rebecca Piekkari has extensive experience in the management of large multinational corporations, with a particular focus on internal communications, organization design & architecture, and corporate culture & diversity management.

She has been a Professor of International Business at Aalto University School of Business since 2004. She was Vice-Dean of the Research and International Relations from 2011 to 2014. She teaches 'Managing in a Global Context', 'People Management in Multinational Organizations' and 'Case Studies in Business & Management Research' in the MSc and PhD programmes at the School.

Piekkari has held many visiting positions at foreign universities and business schools such as INSEAD, Copenhagen Business School (Denmark), Stanford University (USA), University of Bath (UK), and the University of Sheffield (UK).

## **Pekka Mattila**

*Professor of Practice,  
Aalto University School of Business*

Pekka Mattila is a specialist in strategic management and agility, strategy co-creation, business model innovation, executive leadership, top team dynamics, change management, organizational culture and strategic marketing. Over the years, he has frequently visited several prestigious European and Asian universities teaching management, organizational behavior, marketing and sociology.

In addition to his academic activities Mattila has conducted an active business career. Currently he serves as the Chairman of the Board or as a Member of the Board at several innovative companies. Previously he served in executive, management and senior staff positions in the Nordic financial services industry. Since 2011, he has served as the Group Managing Director and Associate Dean of Aalto University Executive Education.





## Vincent Kihyo

*Professor of Good Governance and Public Ethics,  
Public Administration and Good Governance Expert*

Vincent Kihyo is a seasoned public administration and good governance expert, with extensive experience in research, training and development of approaches for natural resource management, public administration, governance and anti-corruption programmes.

He served as Director of Research and Control at the Prevention and Combating of Corruption Bureau between 2000 and 2014.

He has been a visiting professor for Sokoine University of Agriculture, University of Dar es Salaam, Agricultural University of Norway, University of Bergen, Indiana University of Bloomington, Tuskegee University, University of East Anglia, University of Birmingham, and Umea University.

## Zuhura Muro

*Managing Director,  
Lindam Group Limited*

Zuhura Muro is the Managing Director of Lindam Group Limited, a consulting firm focusing on advisory, audit, training and coaching services.

She is a consultant, coach and facilitator with extensive experience in working with Tanzanian managers in leadership development programmes both in public and private sector institutions.

She understands national culture in terms of mindset and work ethics, and can engage participants in honest and difficult conversations. She creates enables participants to appreciate the need to make a positive transformation in their leadership styles, which is critical in creating operational efficiency and effectiveness.





## **Greg O'shea**

*Senior Research Fellow,  
Aalto University School of Business*

Greg O'Shea is a specialist in strategy deployment and developing innovative global collaborations in complex and chaotic environments. He has worked in this field since 1998 developing innovative and entrepreneurial ecosystems, especially in the Nordic and Baltic countries, Russia, India, the Gulf-States, Iran, Turkey, Korea, Japan, and the USA.

His background in corporate strategy formulation and deployment, allowed him to serve as a Corporate Finance Director and Head of Business Development in two of the UK's largest retail companies. He also served as a Managing Director of two consulting companies in Finland, and as a Partner in Cambridge to a UK-based consultancy specialising in transformation and innovation.

## **Minna Halme**

*Professor of Sustainability Management,  
Aalto University School of Business*

Minna Halme's research focuses on sustainable innovations and co-creating inclusive business models in low-income contexts. She teaches Sustainability Management at Aalto's Creative Sustainability Master's Programme, Executive MBA courses in Finland and South Korea, and the CEMS MIM International Master's Programme.

She is a member of the Advisory Board of Finland's largest retailer SOK, Finland's National Sustainable Development Panel, and the Central Finland Chamber of Commerce. She has held memberships in the, UN Secretary-General's High-level Panel on Global Sustainability, Finnish Government Foresight 2030 Group, and Administrative Board of WWF Finland.

She is a member of the Editorial Boards of Business Strategy and the Environment, Scandinavian Journal of Management and Organization & Environment. She has participated in several European research projects and heads several national developments. She has received the Academy of Finland Award for the social impact of her research.





## **Mikko Koria**

*Professor of International  
Design Business Management,  
Aalto University School of Business*

Mikko Koria has a career that spans over twenty-five years of professional management, practice, and research in private and public sectors. He has directed his efforts into the field of innovation and related capability-management, design and management research, and international development projects. His research, teaching and facilitation are widely in the fields of design, culture and business studies at various universities and faculties in Finland, China, Japan, Brazil and Great Britain.

He currently serves as a Director in the Design Innovation Institute at Loughborough University London. He has been working extensively with a vast assortment of business enterprises, ranging from multinational corporations, SMEs and Start-ups, to the public sectors in multiple countries, and transnational organizations such as the EU, UNICEF, and the World Bank.

# About UONGOZI Institute

“UONGOZI” means leadership in Swahili, and inspiring and strengthening leadership is the core purpose of UONGOZI Institute. Based in Dar es Salaam and Dodoma, Tanzania, the Institute is dedicated to supporting African leaders to attain sustainable development for their nations and Africa.

The Institute seeks to inspire leaders and promote the recognition of the important role of leadership in sustainable development.

The Institute believes that:

- Leadership is the key to achieving sustainable development.
- The development of a leader requires specialised grooming.
- An African model of leadership is vital for achieving the most favourable development outcomes for Africa.

The Institute offers specialised courses relating to leadership and executive management, organises high-level policy forums and dialogues that provide opportunities for leaders to share ideas on strategic leadership for sustainable development and stimulate strategic thinking to formulate African solutions for Africa. The Institute also supports research on leadership and sustainable development in Africa.

The Institute is an independent government agency established by the Government of Tanzania and supported by the Government of Finland.

# About Aalto University Executive Education (Aalto EE)

Aalto EE offers high-quality executive education and leadership development services globally: customised solutions, MBA & DBA programmes, and open enrollment programmes. Aalto EE contributes to the creation of worldwide executive networks for its customers. Aalto EE's mission is to build a better world through better leadership and to educate a new generation of leaders with a global outlook and sense of diversity, integrity, and social responsibility.

Aalto EE is supported and wholly owned by the Aalto University, where art and science meet technology and business. Aalto University brings to Aalto EE offering of a multidisciplinary approach together with innovative learning methods; this provides a unique combination of practical expertise with Aalto University's latest research.

Aalto EE holds the three most respected university accreditations and is ranked among the top 50 executive education providers by the Financial Times. Aalto EE has two strongholds: one in Helsinki, Finland and another in Singapore. Annually, clientele from over 1,000 companies benefit from Aalto EE's goal-oriented and comprehensive learning experience with a proven impact on both the individual and the organisation.



## Contact Information

Kadari Singo

Programme Director

Email: [ksingo@uongozi.or.tz](mailto:ksingo@uongozi.or.tz)

UONGOZI Institute

Dar es Salaam

62 Msasani Road, Oyster Bay

P.O. Box 105753

Tel: +255 22 2602917

Dodoma

NHIF Building, 2nd Floor,

18 Jakaya Kikwete Road

P.O. Box 1081

Tel: +255 26 269 3882/3

Email: [info@uongozi.or.tz](mailto:info@uongozi.or.tz)

[www.uongozi.or.tz](http://www.uongozi.or.tz)

Kerttu Kuokkanen

Programme Director

Email: [kerttu.tanhuanpaa@aaltoe.fi](mailto:kerttu.tanhuanpaa@aaltoe.fi)

AALTO University Executive  
Education

Mechelininkatu 3 C

00100 Helsinki, Finland

Tel: +358 10 837 3700

Email: [info@aaltoe.fi](mailto:info@aaltoe.fi)

[www.aaltoe.com](http://www.aaltoe.com)

