



**MAKERERE UNIVERSITY BUSINESS SCHOOL**

# ANNUAL REPORT 2016/17







A Publication of  
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# ANNUAL REPORT

2016/17



## VISION

To be the benchmark for Business and Management Education, Research and Training in the region.

## OUR VALUES

- A time conscious Institution
- An Information responsive Institution
- A professionally responsive and ethical Institution
- An Institution that promotes creativity and Innovation.
- A team driven Institution
- An ICT driven Institution

## STRATEGIC GOALS

1. To provide knowledge and facilitate learning
2. To conduct research, promote scholarship and publicize knowledge
3. To attract, develop and retain staff
4. To provide and enable atmosphere for students to learn
5. To ensure appropriate student's welfare
6. To encourage corporate social responsibility through outreach programmes

## MISSION

To enable the future of our clients through creation and provision of knowledge.





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Former Makerere University Chancellor Prof. George Mondo Kagonyera, former MUBS Council Chairman Dr. Colin Ssentongo, MUBS principal Prof. Waswa Balunywa, Former Education Minister Hon. Jessica Alupo, Former School Registrar Dr. Annie Begumisa at the MUBS 7<sup>th</sup> Graduation

## MESSAGE FROM THE CHAIRMAN COUNCIL

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I am pleased to present to our stakeholders the 2016 Annual Report of Makerere University Business School (MUBS). MUBS has been in existence for close to 20 years now. During this period, MUBS's key accomplishments over the years have been the creation of unique programmes, growth in infrastructure, establishment of new campuses, an increase in research outputs and collaborations as well as engagement in community outreach.

On behalf of the Governing Council, I would like to thank Management and Staff for the accomplishments. I would also like to express my appreciation to the Government of Uganda and our development partners for their support through funding and conducting joint activities in research, community outreach, infrastructure development, scholarships and capacity building.

The Governing Council will continue working closely with Management especially in the next strategic planning cycle. The School has been operating on a rolling strategic plan, cast over a period of five (5) years that is reviewed on an annual basis. Council is bracing itself for the next planning cycle (2016-2021) that we believe will take MUBS to the next level of academic excellence and continue playing a significant role in serving society..

**Prof. Venansius Baryamureeba**  
Chairperson, MUBS Council



## FORWARD BY PRINCIPAL, MUBS

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I would like to take this opportunity to salute Management and Staff for the visible effort that has been harnessed in running the School and the Governing Council for its continuous support towards achieving our goals and objectives.

MUBS has been funded by the ADB-HEST Project several activities. The Library and other buildings have changed the MUBS skyline and infrastructural outlook and have transformed and renovated most of the buildings to make them usable. A lot has been achieved through our resources for improving infrastructure however, funds continue to be limited. The staff development Programme continues to grow with more students registering for PhD programmes. Staff have continued to win grants for research which is consolidating the School's position among Universities in the country.

It is unfortunate that over the years we have failed to secure University status for reasons that no one can explain but we continue to perform our activities as a University. As part of the Corporate Social Responsibility, MUBS graduated the 3rd lot of graduates at the Luzira prison/facility. This is an innovation that is planned to grow from the current certificate and Diploma Programmes to Degree programmes and other Prisons.

All these achievements as stated in this report have been

made possible by staff who I wish to thank and with the support of the MUBS Council and Government.

MUBS however continues to operate with a legal constraint. It has been operating as a Public Tertiary Institute with University structures as mentioned earlier and the law is yet to be put in place to solve these legal challenges.

I thank my colleagues in management and the entire staff of MUBS for making MUBS what the public knows it is; that wonderful institution that people want to associate with. On behalf of my colleagues, I would like to thank the students who are the reason why we are here for making it what it is. MUBS students define what MUBS is. The feedback we have is that we are a set of disciplined people. Continue to promote this School image as a definition of what MUBS is.

**Prof. Waswa Balunywa, PhD**  
Principal



The Annual Report 2016/2017 provides a look back at the road traveled as an institution, highlighting the activities, challenges, accomplishments and developments of the School. An annual report is a legal requirement that must be submitted to the School Council every year. The Universities and Other Tertiary Institutions Act 2001, stipulates that all public universities produce annual performance reports as accountability to the stakeholders. The strategic annual review activity is a monitoring and evaluation framework to track the implementation of the strategic plan. The annual work plans and budgets guide the School activities. This is therefore an opportunity for MUBS to showcase the successes and achievements over the past years. Our strategy is to embrace our core values through value for money and strengthening our partnerships.

The 2016 reporting is against the thematic

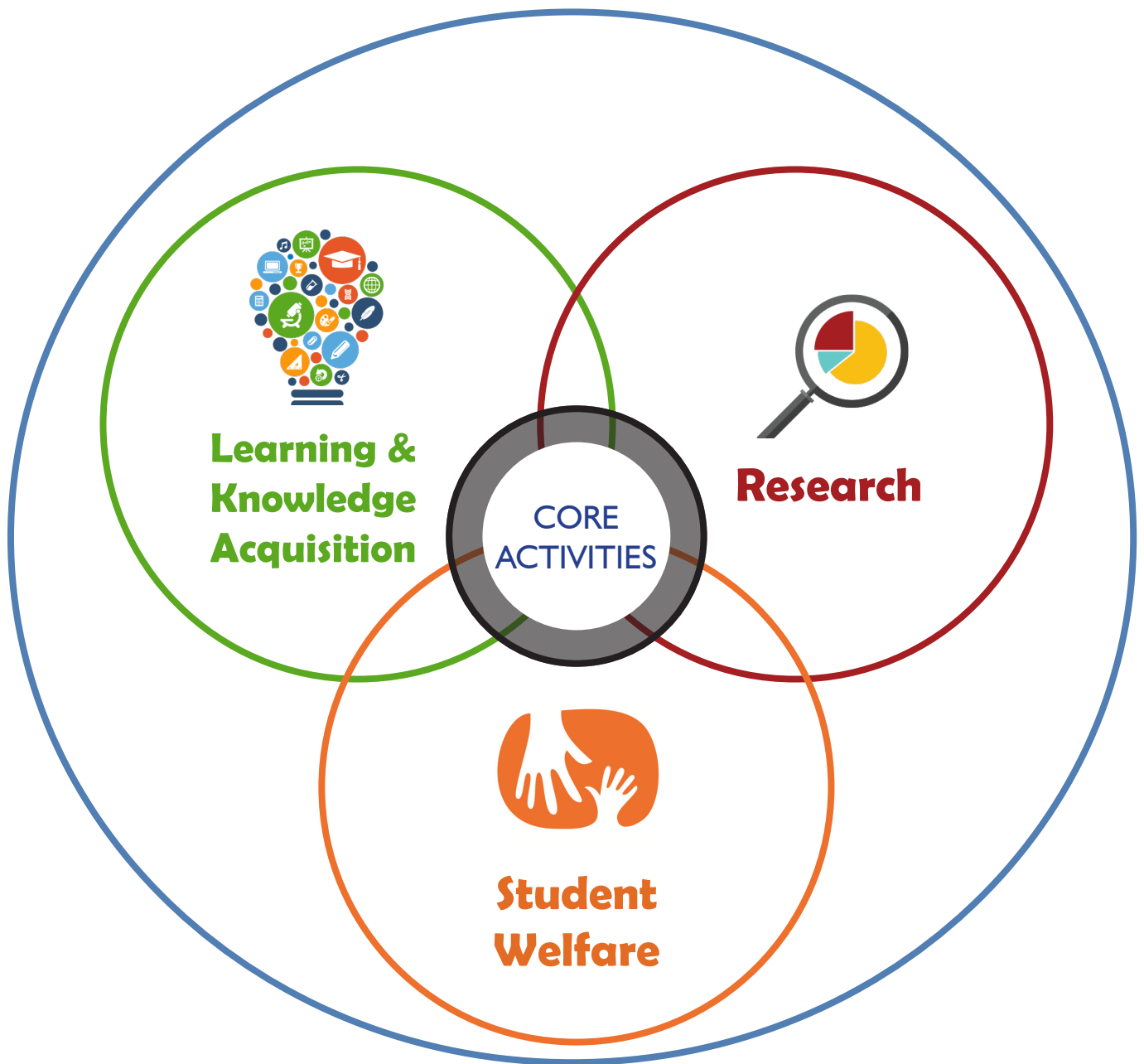
areas, specifically focusing on the core functions of Student learning & acquisition of Knowledge; Research & Scholarship; and student welfare. It further captures the support functions including, library services, physical facilities, human resource management, financial management & resource mobilization which are crucial for a conducive academic environment.

The report acknowledges the milestones for MUBS. In 2016 MUBS was ranked the 2nd most popular Business School in Africa, 30th most popular in the World, with the 10th best MBA and 3rd best MIB programmes in Africa. MUBS was commended as the first Institution to put up the ADB Building and also lauded PhD students academic excellence under the HEST-ADB scholarships. MUBS-Drake University celebrated ten (10) years of collaboration. As French language is growing in Africa, MUBS is leading in the Region in teaching it.



## CORE ACTIVITIES

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**Support Environment**

# THE SCHOOL MANDATE

In addition to the functions of a Tertiary Institution under sec.76, Makerere University Business School;

- a) Provide instructions to those admitted to the School and make provision for advancement, transmission and preservation of knowledge relating to commerce or business
  - Offer professional courses including but not limited to Chartered Accountants, Chartered Secretaries, Bankers, Insurance personnel, managers and other professionals, managers and other professionals;
  - Short term professional courses;
- b) Create and offer opportunities to persons interested in courses offered through distant education methodologies from relevant commercial or business training institutions outside Uganda;
- c) Conduct examinations for the award of degrees, diplomas, certificates and other awards of the University;
- d) Conduct other examinations and award certificates and diplomas and where necessary to revoke awards;







MAIN LIBRARY

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# LEARNING & KNOWLEDGE ACQUISITION

## LEARNING & KNOWLEDGE ACQUISITION

Facilitating Learning and Knowledge acquisition is one of the core functions of the School. To enable the School produce graduates who are relevant in the market, a number of initiatives have been embraced to support this activity.

### 1.1 Student Statistics

#### 1.1.1 Admissions 2016/17

In the Academic year 2016-2017, the admission was 581 for graduate programmes, 7,657 for undergraduate programmes 1,044 for Diploma programmes. 76% of the admitted were able to register as first year students. 15% of the admitted students were for the School 4 up -country Campuses including Jinja, Mbarara, Arua and Mbale. To fulfill its mandate of supervising and overseeing business education in the country, the School oversees 11 institutions affiliated to it. The School runs a Phd programme, 11 masters programmes and 18 undergraduate programmes.

Table 1.1: Admissions per Campus 2016/17

Campus	Undergraduate						Graduate			Diploma/Certificate		
	Government			Private			Private			Private		
	Admitted	Registered 1st year	%age Registered	Admitted	Registered 1st year	%age Registered	Admitted	Registered 1st year	%age Registered	Admitted	Registered 1st year	%age Registered
MUBS	384	270	70%	6,342	3,995	64%	581	417	72%	1,089	790	73%
Jinja Campus				821	408	50%						
Mbarara Campus				373	176	47%						
Arua Campus				121	64	52%						
Mbale Campus										87	68	78%
Affiliated Institute										240	186	78%
Total	384	270	70%	7,657	4,643	61%	581	417	72%	1,416	1,044	74%





Table 1.2: Admissions per Faculty 2016/17

Faculty	Government		Private				2 <sup>nd</sup> Year Entrant				Total	
	Day		Day		Evening		Day		Evening		Day	Evening
	Admitted	Registered 1st year	Admitted	Registered 1st year	Admitted	Registered 1st year	Admitted	Registered 1st year	Admitted	Registered 1st year	Admitted	Registered 1st year
Faculty of Commerce	72	60	971	627	207	136	21	18	24	14	1,295	855
Faculty of Entrepreneurship & Business Administration	125	80	604	318	773	541	14	11	51	30	1,567	980
Faculty of Management			276	142	172	96	7	2	9	7	464	247
Faculty of Computing & Management Science	124	80	772	453	657	417	11	11	32	20	1,596	981
Faculty of Marketing & Hospitality Management	63	50	441	260	324	196	7	6	4	3	839	515
Faculty of Graduate Studies & Research					581	417					581	417
Faculty of Vocational & Distance Education			1,089	790							1,089	790
Affiliated Institutes			240	186							240	186
Jinja Campus			520	237	301	171					821	408
Mbarara Campus			315	151	58	28					373	179
Arua Campus					121	64					121	64
Mbale Campus			87	68							87	68
Total											9,073	5,690

### 1.1.2 Students Registered

Table 1.3 presents the total students registered in the School across the different Faculties, Campuses and Affiliated Institutions. MUBS main campus accounts for seventy-eight per cent (78 %) of the total students, nineteen per cent (19%) of the students are registered for programmes at MUBS Regional Campuses and three per cent (3%) at affiliate institutions.

Table 1.3: Registered students per Campus 2016/17

Registered Students	
MUBS Main	13,055
Jinja	1,508
Mbarara	846
Arua	609
Mbale	268
Affiliate institutes	516
Total	16,802

## 1.1.2 (A) Student Registration at the MUBS Main Campus

Table 1.4: Registered students per Faculty at MUBS Main Campus 2016/17

Faculty	Gov't		Private				International						Overall Total		
	Day		Day		Evening		TZ		KYE		Others	M		F	TOTAL
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female			
Faculty of Commerce	92	97	789	911	263	285	3	1	3	1	10	4	1,160	1,299	2,459
Faculty of Entrepreneurship & Business Administration	114	193	570	696	526	651	6	7	4	2	7	6	1,227	1,555	2,782
Faculty of Management	79	99	175	262	92	195	5	2		4	2	3	353	565	918
Faculty of Computing & Management Science	94	232	516	651	637	863	7	8	3	7	11	5	1,268	1,766	3,034
Faculty of Marketing & Hospitality Management	38	135	301	602	317	338	4	10	3	2	4	3	667	1,090	1,757
Faculty of Graduate Studies & Research					356	355			1	1	7	2	364	358	722
Faculty of Vocational & Distance Education				506	854				2	5	9	7	517	866	1,383
Total													5,556	7,499	13,055
Percentage													43%	57%	

From the table 1.4, Faculty of Computing is reflected with the largest number of registered. The Faculty has Bachelor of Procurement and Supply Chain Management with the highest number of students 932, followed by Bachelor of Business Computing with 840 registered students.

The Faculty of Entrepreneurship and Business Administration has the second highest number of students, with Bachelor of Business Administration having the highest number, 2,360.

The Faculty of Graduate Studies and Research (FGSR) which houses the Postgraduate Diplomas, Masters and PhD programmes has the least number of registered students. However, the figures under FGSR do not reflect the number of PhD due to the nature of their registration. The number of registered PhD students has increased over time from 6 students in the 2011/12 academic year to 59 students in the 2016/17 academic year which reflects a tremendous growth (Figure 1).



Some of the PhD students

Figure I : Growth in Students Registered for PhDs

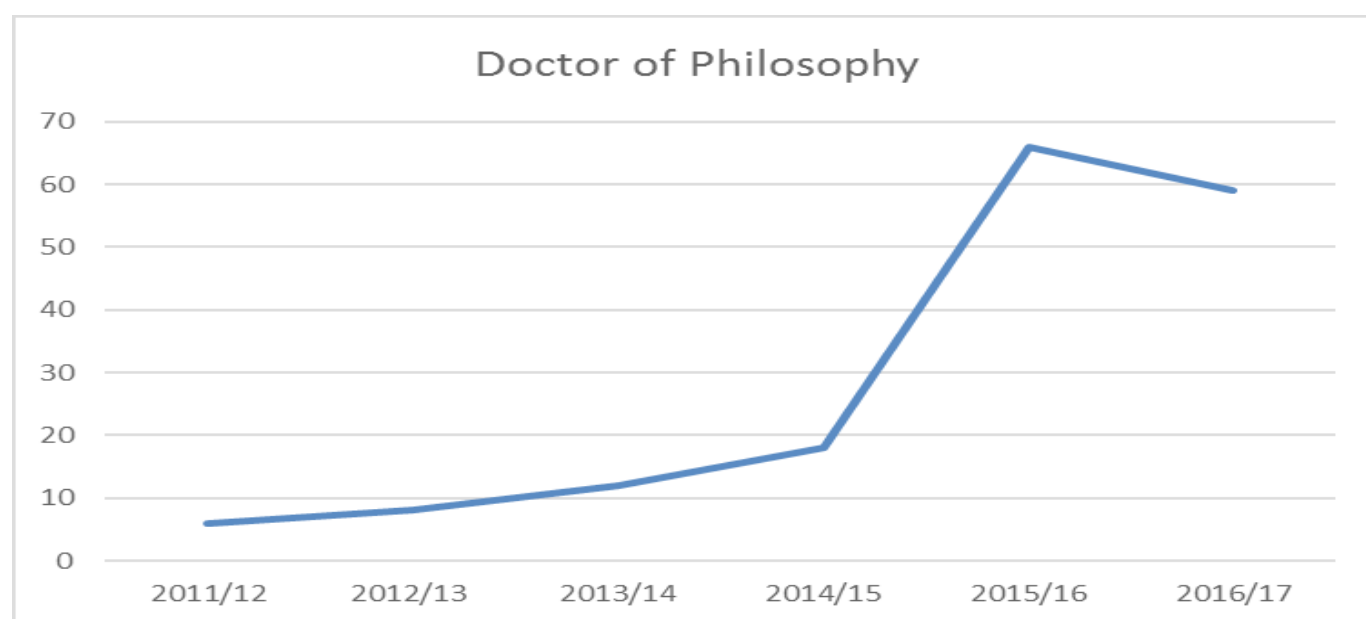


Table I. 5: Registered Students at Luzira Upper Prison

Programmes	2016/17
Certificate in Entrepreneurship and Small Business	36
Diploma in Entrepreneurship and Small Business	67
Total	103



### 1.1.2 (B) Students registered at the MUBS Regional Campuses

The School has four regional campuses, three of which (Arua, Jinja and Mbarara) were opened in academic year 2006/2007. Mbale campus started in academic year 2010/11.

At its Regional Campuses, the School registered an overall 3,231 students in academic year 2016/17 AY as detailed in the table 1.6:

Table 1.6: Registered students per Regional Campus 2016/17

Faculty	Gov't		Private				International						Overall Total		
	Day		Day		Evening		TZ		KYE		Others		M	F	TOTAL
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female			
Jinja Campus			433	479	324	267				3		3	757	751	1,508
Mbarara Campus			335	407	56	45						3	391	452	846
Arua Campus			113	160	148	108					46	34	307	302	609
Mbale Campus			132	136									132	136	268
Sub - Total													1,587	1,641	3,231
Percentage													49%	51%	

From the tabulation above, Jinja Campus has the most number of registered students, followed by Mbarara, Arua, and then Mbale campus. The low figures of Mbale Campus could be explained by the fact that the the Campus had not yet secured permission to run the Makerere University Bachelors programmes, which attract the highest number of students in the other campuses. However, Mbale Campus is offering 2 bachelors programmes in affiliation with ICT University, Cameroon.



### 1.1.2 (C) Student Enrolment at the privately affiliated institutions

The School admits, examines and awards Diplomas and Certificates for privately affiliated institutions that run its Ordinary Diplomas and Certificates, while the institutions teach the students. Table 1.6 below shows the number of students that have been registered at the privately affiliated institutions in the academic year 2016/17.) Out of 516 registered students, 289 are female and 227 male.

Table 1.7: Registered students at affiliated institutions 2016/17

No.	Privately Affiliated Institutions	2016/17
1	Makerere Institute of Social Development	14
2	Uganda College of Commerce-Soroti	234
3	Makerere Metropolitan Management Institute	18
4	Monaco Institute of Business and Computer Science	30
5	Datamine Technical Institute	18
6	Centre for Professional Development	29
7	Uganda College of Commerce, Aduku	93
8	Kabalega College, Masindi	10
9	Zenith Business College	1
10	Young Women Christian Association	60
11	African College of Commerce, Kabale	9
	Total	516



### 1.1.3 Graduation

In his inaugural graduation ceremony, the 3rd non-head of state Chancellor, Dr Ezra Suruma presided over the 66th Graduation held on 22nd January 2016. A total of 3,876 graduates were awarded degrees.

Table 1.8 Students graduating from Makerere University

Bachelors		Masters		PhD		Total
F	M	F	M	F	M	
2,032	1,593	116	134		1	3,876

The 12th Graduation for MUBS was held on 27th May 2016 and a total of 1,377 graduates were awarded Post graduate diplomas, ordinary diplomas and certificates as indicated in the table 1.7.

Table 1.9 Students Graduating from MUBS

Programme	2016
Post Graduate Diploma	41
Ordinary Diploma	882
Certificate	416
Affiliated Institutions	38
Total	1,377





## 1.2 New Programmes, Curriculum Review and Accreditation

MUBS continues to be the leading provider of Business and Management Education and Training in Uganda and a competitive provider in the Wider African region. It offers a variety of professional programmes which are responsive to market needs at both the undergraduate and postgraduate levels. These programmes meet the requirements of the National Council for Higher Education (NCHE).

To ensure their competitiveness, MUBS academic programmes are reviewed periodically by the Course Review Committee of Management that makes appropriate recommendations thereof to the Academic Board and subsequently the MUBS Council. All Diploma programmes were vocationalised and designed to provide hands on skills.

Table 1.10 : New Programs responding to national development needs

Faculty	Programme	Status
Faculty of Graduate Research & Studies	<ul style="list-style-type: none"> <li>• Masters of Energy Economics and Governance</li> <li>• PhD in Energy Economics and Governance</li> </ul>	Approved at the School course review and Academic Board meetings. Further approved at the senate sub-committee on research & graduate training and awaiting approval of Mak Senate
Faculty of Marketing and Hospitality Management	<ul style="list-style-type: none"> <li>• Bachelor of Science in Agri-Business Marketing</li> <li>• Master of Trade Policy and Investment Management</li> <li>• Master of Public Relations and Communication</li> <li>• Short courses in Bakery</li> <li>• Short courses in languages</li> <li>• Public sector Marketing</li> <li>• Political Marketing</li> <li>• Sustainable Marketing</li> </ul>	Proposed
Mbale Campus	<ul style="list-style-type: none"> <li>• Bachelor of Business Administration (BBA)</li> <li>• Bachelor of Science in Information Technology (BSc. IT)</li> <li>• Top Up Degree in Information Technology</li> <li>• Top Up Degree in Business Administration</li> </ul>	Joint degree programmes with ICT University, Cameroon
Mbale Campus	<ul style="list-style-type: none"> <li>• Bachelor of Business Administration (BBA)</li> <li>• Bachelor of Human Resource Management (BHRM)</li> <li>• Bachelor of Procurement &amp; Supply Chain Management (BPSCM)</li> <li>• Bachelor of Sc.in Accounting</li> </ul>	Awaiting approval of Mak Senate
Faculty of Graduate Research & Studies	<ul style="list-style-type: none"> <li>• Masters degree in Business Psychology (MBPsy)</li> <li>• Executive Masters in Business Administration (EMBA) in collaboration with Mt. Kenya University (MKU).</li> </ul>	
Faculty of Management	<ul style="list-style-type: none"> <li>• Masters of Science in Business Psychology (MBPsy)</li> </ul>	Approved and accredited

### 1.3 Student Scholarship Scheme

MUBS operates a number of student scholarship schemes designed to promote learning and education related philanthropy. The MUBS Scholarship schemes aim at supporting academically gifted students and those from less- privileged backgrounds to attain an education and promote academic excellence not only at the School but also in wider community. The MUBS Council approved the operationalization of the following Scholarship Schemes at MUBS.

- **The MUBS First Class Sponsorship Scheme** - Designed to provide sponsorship for further education at the Undergraduate and Postgraduate degree level to Students who attain first class awards at diploma and undergraduate degree level, with the aim of tapping into its excellent students for academic development. The scholarship is extended for two (2) students and one (1) student per programme at the Masters and Undergraduate levels respectively.
- **This year the following students were offered scholarship**

Registration	Candidate	Programme admitted to	Department to be attached to
16/U/19640/PS	Mirembe Pamela	Bachelor of Commerce	Accounting
16/ U/ 19565/EVE	Kuleme Kevin	Bachelor of Procurement & supply Chain Management	Procurement & Logistics
2016/HD10/2636/U	Busobozi Ruth	Masters of Business Administration	Business Administration
2016/HD10/2680/U	Kayaga Martha Ruth	Masters in Business Administration	Business Administration
2016/HD10/3061/U	Tumuhiirwe Collin	Msc. Procurement & Supply Chain Mgt	Procurement & Logistics
2016/HD10/2986/U	Tumusiime Moses	Msc. Science in Accounting and Finance	Finance

- **Prison Education Programme** - As part of MUBS Corporate Social Responsibility (CSR) initiatives, the school sponsors inmates under the Prison Education Programme to facilitate their rehabilitation through Education and prepare them for life after serving their sentences. At the end of the Programme, Inmates are awarded Certificates and Diplomas.
- The School since 2014/2015 academic year has been handling the ADB-HEST Merit Based student scholarship with the objective of educating the disadvantaged, especially those that are from rural schools, who had performed well and qualified for university education. Beneficiaries are expected to be outstanding students in intellect, character, leadership, and commitment to service and can demonstrate commitment to return to work in the districts during vacation and after graduation. Out of 70 students, 5 students graduated on the 22nd January 2016.







*Graduation Ceremony for Luzira Prison inmate*

No.	Reg. No	Names of beneficiary	Prog Code	Award
1.	13/U/15284/PS	Asaph Ainebyona	BBD	Second Class Lower
2.	13/U/15132/PS	Judith Acayo	BHM	Second Class Lower
3.	13/U/16914/EVE	Rose Kobusinge	ACC	Second Class Upper
4.	13/U/17369/EVE	Amis Mugarura	BME	First Class
5.	2014/HD10/1543U	Ivaney Turyasingura	MSE	Not Classified

## 1.4 Practical Training/ Supervision and Internship in Industry

The School strategy further emphasizes learner centered mode of teaching. The student do fieldwork course as part of their programme. Fieldwork provides an opportunity for students to apply their knowledge to the real world of work before their complete their programmes. In the School, all facultied had their students attached and supervised. About 5-10% of the students are retained by various corporates.

Placement is at about 80%. Through partnerships with different stakeholders student have been placed for internships. MUBS is one of the Universities' participating in the UMA-HEST internship Project. The project helps interns to acquire skills required by employers in Uganda to enhance their opportunities of employment in the future. The school recommended students from the five faculties. In 2016, the highest number were from faculty of Commerce (92) followed by faculty of Marketing and Hospitality (72). The interns acquired various hard and soft skills that helps them to get into employment.

The supervision exercise started on July 11, 2016. Many organizations are appreciative of the internship exercise and they commended MUBS for the work well done in terms of following up students. Field Supervisors also appreciated MUBS students for their enthusiasm to learn and good mannerism while at organizations of placement.

Some organizations continued to appreciate the performance of MUBS students and expressed interest in creating a long term formalized relationship with MUBS. Below are some of the organizations

- Uganda BAT
- UMEME Bombo branch
- Sugar Cooperation of Uganda Ltd (SCOUL)
- Kakira Sugar Cooperation

## 1.5 Innovations in Teaching and learning using ICT

MUBS strategy highlights on driving the e-learning development agenda, a form of learning that uses Information Communication Technology for teaching and learning. The School has adopted E-learning and assessment in some of the graduate course. The graduate students in the MUBS campuses are now e taught online to support the existing staff on the ground at the campuses.

The School also started the e-learning Centre in 2016 to handle the E- learning services of the School. With support from ADB, the eLearning Centre conducted a training of 40 academic staff in MUBS. This programme intended to strengthen the existing effort in adapting of the eLearning as a teaching tool in MUBS. The training took place in two phases. The first phase took place on May 29 - June 2, 2016 at Ci'sand Hotel in Jinja and the second phase which was more of a follow-up training took place on November 11-12, 2016 at Collins

Hotel, Mukono. At the moment, the Centre has over 40,000 registered users including staff and students and over 58 courses taught through blended.

As was of being innovative, the Faculty of Graduate Studies and Research offers client charter, research clinics and Vivas online using skype.

The Faculty of Marketing and Hospitality Management introduced a more practical way of teaching on some course units for-instance marketing experiential classes were conducted, BTTMII Students who went for study tour focused on tourism, natural resources conservation and cultural tourism in western Uganda on 11-14 November 2016 and another tour in Eastern on 4-6 November 2016. These classes were spearheaded by Dr. Celestine Katongole and Mr. John Aporu.

The Faculty organizes the Marketers week and Hospitality Day. During the event, Employers, Media houses, Community and Apparel industry members participate. The School has also Friday market day for entrepreneurship students

Faculty of Computing and Management Science uses communication Apps and Digitalizing or students records.







MAIN LIBRARY

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# RESEARCH AND PUBLICATION



## RESEARCH AND PUBLICATION

Research is one of the major activities of MUBS used as a tool for the generation of new knowledge to support teaching and learning. Academic staff at MUBS are mandated and supported to pursue research projects under the auspices of their respective Faculties. As an academic Institution, Council has ensured that MUBS provides a conducive environment for carrying out research. This is reflected in the prioritization of research activities in the School budgetary allocations. MUBS, as a result, has been able to produce a number of publications in referred journals over the period under review. Research constitutes a very important component of the student's academic programme and, to this end, Council underscored the importance of ensuring that students are properly oriented to research by making research compulsory and a requirement for graduation. The research component has been introduced and made compulsory even at Diploma level. This has greatly enhanced the quality of MUBS graduates. The School has benefited through participation by staff members in local, regional and international conferences that enable them and the broader School community to share in topical issues and developments and also benchmark with best practices. Attendance at these academic conferences, especially at the regional and international levels enhances the cosmopolitan exposure of staff at different levels.

The School has a faculty for graduate students. One of the drivers of, and the key success factors of any graduate school is research and publications output. Currently, the faculty is constrained by limited research funding. The FGSR plans to conduct at least one research seminar for the academic staff every year. Payment of supervision and examination for dissertations should be increased and paid in time.



*Participants of the Research and Publication workshop at Mbale Campus*

## 2.1 Graduate Training and Post-Doctoral Research

One of the indicators for the Research thrust of the School is the graduate enrolment. In academic year 2016/17 the School had 14 PhD registered students and 13 PhD admissions of which two (2) were female. These define the future of knowledge generation and uptake. There was an increase in publication output from doctoral students. This year we have 31 publications from our gradating PhD students. The publications by the staff have also gone up.

## 2.2 Research Dissemination

Research dissemination and output remains the core area that contributes to the School productivity. This has been done through holding of conferences, lecture series seminar series, workshops and dialogues.

### 2.2.1 Participation in International Conferences

- The Faculty of Marketing and Hospitality Management Hosted Atelier International De Renforcement Des Competences Pedagogiques Dans L'enseignement Du Francais conference in 10 French Speaking Countries held at MUBS ADB Building from November 15-17, 2016 with the Coordination of Dr. Milburga Atcero in terms French teaching in Business
- Staff attended the Commonwealth Association of Polytechnics and Technical Universities in Africa (CAPA) International conference on the 12-16th December, 2016 in Lilongwe, Malawi and presented a paper on Management practices and performance of Public Hospitals in Uganda
- The 12th Operations Research Society of Eastern Africa (ORSEA) Conference in Kampala, October 20th to 21st 2016.
- The School's 21st Annual International

Management Conference (AIMC) in MUBS Kampala, September 12 – 15, 2016.

- The Faculty of Management participated in a total of thirty (30) national conferences and more than seventeen (17) international conferences abroad. Staff presented a total of eleven (11) research papers at the International Conferences. Earned “BEST-PAPER Awards”.
- Staff attended the Commonwealth of African Polytechnics Association (CAPA) Conference held on May 6th – 11, 2016 in Mombasa – Kenya. The theme of the Conference was “Strategic Involvement of TVET Institutions towards the attainment of Post 15 Sustainable Development Goals in Africa”.
- Staff attended the South African Technologies Network (STAN) Conference which took place between October 12 -14, 2016 at the Lagoon Beach Hotel, Milnerton, Cape Town, South Africa.
- On December 5 – 9th, 2016, a CAPA conference took place in Lilongwe, Malawi under the theme “Evolving transformative leadership and innovative management in TVET for sustainable development in Africa,”, where the School was represented by a delegation of 8 headed by the Principal.

## 2.3 Funded and Completed Faculty Research Projects

Title	Authors	Completion Date
Staffing fit, complimentary resources and mutual franchise success in Uganda's mobile telecom franchise businesses	Wesonga, M. A /Mutumba, A/Odera, S. S	February 2016

## 2.4 Publications

### 2.4.1 Faculty of Entrepreneurship and Business Administration

1. Mwebaza E. Basalirwa, Katherine V.



- Gough and Waswa Balunywa, (2016). Entrepreneurship Education in Uganda: Impact on Graduate Intentions to set up Business; in *Young Entrepreneurs in Sub-Saharan Africa* (pp 248-262). London and New York: Routledge.
2. Ngoma M; Abaho E and Nkambwe I (2016). The role of resources in the Internalization of SMEs. *Business And management Review* VOL 18 Issue I
  3. Muhammad Ngoma, Sudi Nangoli, Christopher Kusemererwa, Hassan Bashir, Johnbosco Sekakubo, Joseph M. Ntayi, Tapping into the Power Lines of Project Success: The Strategic Role of Ethical Climate *European Journal of Business and Management* www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol.8, No.5, 2016
- ### 2.4.2 Faculty of Management
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## 2.5 Research Collaborations

### 2.5.1 Collaborations with NORHED

The Norad – NORHED project grant:- The FGSR and the Grants office of MUBS in partnership with UNMB won a grant from NORAD worth approximately US \$ 2.5 million. The first release of the funds from this project was disbursed to MUBS in December 2016, and activities for the project have started. This grant is meant to train 12 PhDs and 20 Masters degrees in the area of energy economics and governance. The project will also fund 8 collaborative researches every year for the next five years in the areas of energy economics, women and youth leadership, women and youth entrepreneurship and ICT in energy. With the same project, the FGSR will refurbish its ICT centre Lab and purchase about 20 computers in addition to training technical and administrative staff in professional course and short courses like ICT skills, customer care and records management.

### 2.5.2 Collaboration with University Sains Malaysia (USM):

The FGSR is the coordinating unit of the collaboration between MUBS and USM. The Faculty Dean together with the Director MUBS Mbale Campus represented the school at the USM in Malaysia to sign and operationalize the MoU. In this MoU, the two institutions will hold joint conferences, conduct joint research and staff exchange. The USM will also support the MUBS PhD programme through supervision, examination as well as training our staff for PhDs in their Graduate School of Business.

### 2.5.3 Collaboration with Copenhagen Business School (CBS):

The Faculty of Graduate Studies and Research (FGSR) hosted the MBA students from CBS and mobilized the School graduate students to participate in the CBS programme. FGSR works together with the Faculty of Entrepreneurship and Business Administration (FEBA) in supporting the students in their research projects and also participates in training of the students.







MAIN LIBRARY

3

# HUMAN RESOURCE

## HUMAN RESOURCE

### 3.1 Staff Development Programme

The School has been able to train many staff internally. The School currently has 47 staff with PhD qualifications. 44 of whom are academic staff and 4 are senior administrative staff. 70 staff are currently enrolled on PhD. 64 of whom are academic staff and 6 are Senior Administrative staff. 55 staff are enrolled on Masters; 28 academic, 26 senior administrative and 1 support staff. 54 staff are enrolled on bachelors and 6 on diploma programmes. 66 staff were enrolled on the post graduate diploma programme in the first cohort. 10 staff enrolled in the second cohort. The Directorate also held short term trainings in the areas of Management, leadership and customer care. In the next 3 years the School aims at having 150 PhDs and 100 professors.

Table: School Staff Development

No.	Staff Category	Filled Establishment	Study Prog	Staff Enrolment
1	Academic staff	522	PhD	61
			Masters	49
2	Senior Admin.staff	178	PhD	4
			Masters	39
3	Support staff	327	Bachelors	36
			Diploma	11
			Certificate	0
Totals		1,027	Totals	200

### 3.2 Staff Scholarships

MUBS has 31 staff on PhD sponsored by the ADB scholarships scheme. MUBS has so far received funds amounting to Ug. Shs. 1,076,411,000/= (One Billion Seventy Six Million Four Hundred Eleven Thousand Uganda Shillings Only) to facilitate the payment for staff PhD staff to cater for all the staff both academic and administrative staff to completion as was budgeted and planned. A grant for capacity building to MUBS amounts to UGX. 2,395,130,000/=. Of the beneficiaries, Dr. Bazinzi Natamba graduated in September 2016; Dr. Racheal Mindra Katoroogo graduated in December 2016 Dr. Rogers Matama defended his PhD thesis and is awaiting graduation. A number of staff have shown interest in enrolling on the Doctoral programmes and yet the School budget cannot accommodate all of them.

The staff who applied for the Norad Research funds received the first quarter of the funds and the studies are on-going at different stages. The successful candidates to study at the Norwegian university of Life Science (UNMB) were selected and their names sent to UNMB for admission. UNMB finally selected the following three staff; Grace Arinaitwe, Nakamya Miria and Abigaba Micah Lucy



### 3.3 Staff Establishments

#### a) Academic Staff:

Position	Establishment	Filled as at February 2017		Vacant as at February 2017	
		No.	%	No.	%
Principal	1	1	100	0	0
Deputy Principal	1	0	0	1	100
Professor (Academic)	36	24	67	12	33
Associate Professor	46	8	17	38	83
Senior Lecturer	96	58	60	38	40
Lecturer	240	315	131	(75)	(31)
Assistant Lecturer	48	68	142	(20)	(8.3)
Teaching Assistant/ Instructors/ Demonstrator	84	47	56	37	44
Sub-total	552	521	95	31	5.4

#### b) Senior Administrative:

Position	Establishment	Filled as at February 2017		Vacant as at February 2017	
		No.	%	No.	%
Director	5	4	80	1	20
Deputy Director	30	22	73	8	27
Assistant Director	30	15	50	15	50
Senior Administrator	30	14	47	16	53.3
Administrator	40	39	98	1	2.5
Administrative Assistant	65	84	129	(19)	(29.2)
Sub-total	200	178	89	22	11

#### c) Support Staff

Position	Establishment	Filled as at February 2017		Vacant as at February 2017	
		No.	%	No.	%
Supervisor	100	113	113	(13)	20
Office Assistant/Senior Aide	150	72	48	78	52
Aide	150	142	94.6	8	5.3
Sub-total	400	327	81.8	73	18.25



### 3.4 Staff Welfare



**The Dean (Dr. Isaac Nkote) 4th left, cutting a cake with staff after the end of Year Faculty Evaluation Workshop 2016**

#### STAFF WHO MADE 25 YEARS IN 2016/17

	Name	Title
1	Dr. Jolly Byarugaba	Senior Lecturer
2	Mr. Patrick Mwaka	Administrator
3	Ms. Joy Birungi	Administrative Assistant
4	Ms. Magdalene Nannugi	Office Aide
5	Ms. Catherine Berunga	Supervisor

#### STAFF WHO RETIRED IN 2016/17

Late Mr. Micheal Elasu

Ms. Nassuna Christine

Ms. Catherine Berunga

Ms. Magdalene Nannugi







MAIN LIBRARY

4

# STUDENT ACTIVITIES AND WELFARE



## STUDENT ACTIVITIES AND WELFARE

The Dean of Students who is the Head of the Department coordinates and supervises all the student welfare activities. The office trained the Guild leaders at Sliver Springs Hotel from August 14th - 16th 2016. Orientation for the first year students was done on Thursday August May26, 2016 and successfully organized the Fresher's welcome party on Friday 14th October, 2016 to officially welcome the first year students. The office is also responsible for paying living out allowances to government sponsored non-resident students and allowances to students with special needs and their helpers.

The Department held the annual Trade Bazaar in August 2016, held a health sensitization week with specific focus on HIV/AIDS and Hepatitis B ,organized the students Annual Cultural Gala for Academic Year 2016/17 ,organized a patriotism day in December, 2016 and a human rights day for Academic Year 2016

### Accommodation:

The school Hostel( Berlin) has a capacity of 76 rooms and it accommodated 270 female students in Academic Year 2016. Repairs in Washrooms, replacement of sockets and the general lighting system in the rooms are frequently done. Due to Inadequate space for accommodation the School is to consult with

the stakeholders and make proposals on policy and guidelines concerning MUBS relationship with private hostel owners.

### Sports and Games:

This section enhances the physical development of the students. Some of the games offered include: Soccer, hockey, volleyball, basketball, volleyball, netball and athletics among others MUBS participated in the PEPSI/FUFA Beach Soccer trophy and was in the 2nd position. The games were played at Lido Beach Entebbe from May- November, 2016. We participated in the East Africa inter University games played at Jomo Kenyatta University of Agriculture and Technology in December, 2016, MUBS finished in the 12th position overall out of 47. The School plans to construct a sports complex through a Public Private Partnership to boast sports and games in the School .

### Counseling and Guidance:

This section offers counseling services to the staff and students in the School. There are On-Going Group and individual counseling sessions for both students and staff. The School Counselor participates in the counseling supervision programs for practicing counselors for personal growth.



### MUBS volleyball team













MAIN LIBRARY

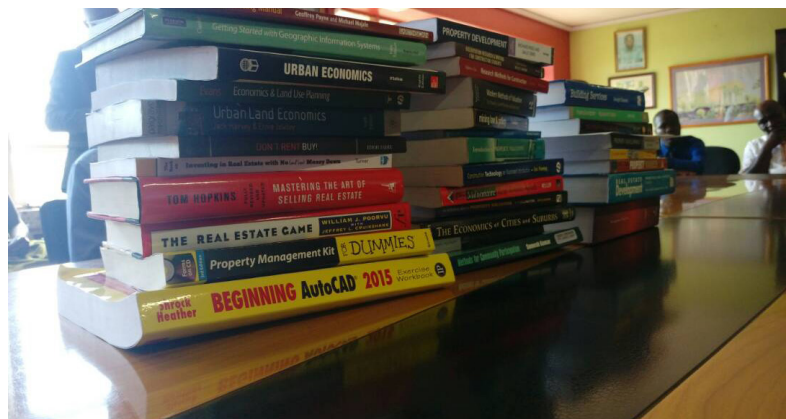
5

# SUPPORT SERVICES

## SUPPORT SERVICES

### 5.1 Library Services

Library services support teaching, learning, and research in the School. The School Integrated Library Management System with CEMAS. In this year the School re-installed the Institutional Repository, improved access to e-resources (EZ proxy access), installed the online Public Access Catalogue (OPAC), improved Student book ratio (e-books) to 1:50, Bound 1002 copies of books and 55 volumes of news paper, a database of dissertations and research reports was done, subscribed to over 40 online Journals databases



### 5.2 Management Information Systems Unit

The management information systems supports the school information system. Government introduced CEMAS which is an information system for universities and MIS has been in the process of implementing it. MIS has continued to use open source software tailoring to school needs in those areas where CEMAS has not been sufficient, the school bandwidth is supplied by RENU. An association consisting of public universities

#### a) MUBS Institutional Repository

- Upgraded the Institutional Repository DSpace software to the latest version (from 4.2.to 5.5).
- Customized the Institutional Repository layout.ie Document Structure, Typography, Header and Footer design, Institutional branding.
- Created communities and collection that will reside on the repository.
- Populated sample data on the repository.

#### b) MUBS Journal System

- Installed Open Journal System on sub domain [www.mbj.mubs.ac.ug](http://www.mbj.mubs.ac.ug) for the MUBS Journal as we are waiting for a production server.

- Learning and Understanding the system Performance and usability.
- Customization of the general layout is still on going.

#### c) MUBS Main Website

- A new MUBS website was developed using the Word press Content Management System.
- All faculty websites were being developed by the selected faculty personels.

#### d) MUBS Cloud

MUBS created own cloud to take care of backup purposes for critical data from Faculties Worked with Faculties to train them on backup of all currently available results and future use.

#### e) Installed Wi fi at Main Campus.

#### f) Worked with staff on online leave application and providing support to end users.

#### g) Integration to CEMAS finalized

### 5.3 Strategy and Projects Office

This unit is responsible for facilitating the process of drawing up the school strategic plan and adjusting it on a continuous basis. Annually it calls for review and calls a meeting to revisit the organizational goals and strategies.

The MUBS Council, in line with its Master Plan,



continues to priorities the development of facilities in order to create a conducive environment for students to learn and staff to carry out their work activities. The school has constructed buildings and done major renovations. Physical infrastructure facilities are central to a conducive teaching, learning and research environment. The School strategy articulated the need to improve physical environment to support her functions and services. One of the objectives is to increase the classroom space by 10% and academic staff space by 5%. The School removed and disposed the asbestos roof and re-roof twelve (12) structures with IT4 G26 sheets. The African Development Bank through the Ministry of education and Sports availed funds for the construction of the Faculty of Computing. The construction of the Faculty of Business Computing at MUBS started on 29th June 2015 upon site possession by Ambitious

construction Company and was completed on 29th June 2016. The Construction of the Metal grill around the Main library was done by M/s Kisinga Construction Co. Ltd and completed on 17th February 2017.

#### a) Capital Developments

The School has been expanding and improving the existing facilities that are mainly small buildings. This has been made possible by the five (5) year MUBS Infrastructure development project (0896) under the Ministry of Finance & Planning and Funding from ADB and NORAD as indicated in the table below.

The School achieved teaching space of 3,841 Sq.Meters from 3,418 Sq.Meters which is an increase of 12.3% on teaching space. The computer space became 1,293 Sq.Meters from 538 Sq.Meters

Funded Projects ( ADB-HEST Project & NORAD Project)	MUBS Infrastructure Development Project (0896)
<ul style="list-style-type: none"> <li>Completed the construction of Faculty of Computing comprising of 4 labs, 2 lecture theatres and administrative offices on 29th June 2016</li> <li>The designs for the Business Incubation Hub were completed and forward to the Ministry of Education for procurement purposes</li> <li>The construction of walkways for disability was completed</li> <li>The contract for following project was awarded:</li> <li>Refurbishment of ICT building at MUBS Annex</li> </ul>	<ul style="list-style-type: none"> <li>Completed the construction of the metal grill around the Main library on 17th February 2017</li> <li>The refurbishment and expansion of upper block , Bugolobi was started on 17th February 2017.</li> <li>The refurbishment and expansion of middle block in Bugolobi was completed on 11th February 2017</li> <li>The Asbestos roofs were removed and placed with IT4 G26 sheets on 8th February 2017</li> <li>The refurbishment works at Jinja Campus started</li> <li>The contracts for following projects were awarded: <ul style="list-style-type: none"> <li>Construction of the boundary wall on 21st April 2017</li> <li>Construction of Bursar's Office on 28th July 2017</li> <li>Construction of the road access around MUBS on 31st August 2017</li> </ul> </li> <li>Construction of Short Tower commenced on 30th June 2016</li> </ul>



## b) Furniture & Equipment

Funded Projects ( ADB-HEST Project & NORAD Project	MUBS Infrastructure Development Project (0896)
<ul style="list-style-type: none"> <li>Received 9 laptops and 25 computers from Ministry of Finance,</li> <li>Received the following items from ADB (HEST) project               <ul style="list-style-type: none"> <li>100 Computers</li> <li>90 Thin clients</li> <li>100 UPS</li> <li>3 Servers</li> <li>3 thin client server</li> <li>2 computers for Disabled</li> <li>1 Printer for blind</li> <li>6 external back ups</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Contract for the procurement of School furniture was awarded</li> <li>Procured 100 computers for lab; 12 laptops for council members, 2 printers were bought for Department of Entrepreneurship and Economics</li> </ul>

## c) Infrastructure

The Government through the African Development Bank secured a loan of US\$100m to improve science and technology in Higher Education Institutions (AfDB-HEST programme). The School benefit is UGX 3,435,130,000 of which UGX 1,054,000,000 is from the African Development Fund and UGX 2,381,130,000 if from Government of Uganda. This Money was for Merit based scholarships for students, Scholarships for staff development (academic and noon academic), production at Business Incubation Centre, Management of cross cutting issues and e-content Development for e-learning.

## 5.4 Procurement and Disposal Unit

This unit facilitates the procurement and disposal of school requirements

UGX.23, 845,549,149 was planned for procurement implementation and UGX12, 159,255,633 was actually spent. This gives 49% of the procurement plan implementation.

No.	Method	No. Of procurements	Contract Type	Values
1	Direct	6	Lump Sum	2,387,415,750
2	Open Domestic	6	5 Framework 1 Lump sum	7,228,100,465
3	Restricted Bidding	4	Lump Sum	1,586,026,029
4	Requests for quotations	34	Lump Sum	585,508,241
5	Micro Procurement	8	Lump Sum	152,204,065
6	Consultancy without expression of interest	3	Lump Sum	220,000,000
	Total			12,159,255,633

197 requisitions were received and 173 delivered, 24 were cancelled using the procurement process.

Contracts that were monitored by PDU



Consultancy	Works	Supplies	Non-Consultancy services
<ul style="list-style-type: none"> <li>Consultancy service for providing details architectural designs for Incubation (MUBS/CON-SRVCS/2015/2016/000001)</li> <li>Consultancy service for reviewing the designs and BOQS and construction supervision of the main library Short Tower/Graduate wing –MUBS/CON-SRVCS/2015/2016/000009</li> </ul>	<ul style="list-style-type: none"> <li>Replacement of the asbestos roofs sheets, re-roofing with IT\$ G26 sheets 12 MUBS buildings (MUBS/WORKS/2015/2016/00003</li> <li>Construction of metal grill around the Main Library (MUBS/WORKS/2015/2016/00001</li> <li>Replacement of the asbestos roofs sheets, re-roofing with IT\$ G26 sheets and modify middle block buildings at Annex Bugolobi (MUBS/WORKS/2015/2016/00002</li> </ul>	<ul style="list-style-type: none"> <li>Supply of stationery under framework contract</li> <li>Supply of tonner under framework contract for 18 months</li> </ul>	<ul style="list-style-type: none"> <li>Provision of student Meals under framework contract for three years</li> <li>Provision of Workman compensation insurance cover for two years</li> </ul>

## 5.5 E-Learning Centre

With support from ADB, the eLearning Centre conducted a training of 40 academic staff in MUBS. This programme intended to strengthen the existing effort in adapting of the eLearning as a teaching tool in MUBS. The training took place in two phases. The first phase took place on May 29 - June 2, 2016 at Ci'sand Hotel in Jinja and the second phase which was more of a follow-up training took place on November 11/12, 2016 at Collins Hotel, Mukono. The follow- up training was partly sponsored by MUBS to show commitment.

40 course units developed and uploaded on the E- learning platform

## 5.6 Security Services

The school has a security unit that offers security services to all campuses. The service is constrained by insufficient lighting in the different parts of the Campus. Security staff were trained in customer service, supervision and fire fighting







***Completed Faculty of Business Computing building***

***Metal Grill around the library fence***







MAIN LIBRARY

6

# OUT - REACH CENTRES



## OUT - REACH CENTRES

### 6.1 ENTREPRENEURSHIP CENTRE

The Entrepreneurship Centre was established in 1998 as an outreach unit to link the School with the private, public and NGO sectors using different approaches. The MUBS Entrepreneurship Centre is an outreach Unit intended to promote an entrepreneurial culture among individuals and institutions in the country. The Centre focuses on resident business incubatees and also provide world-class business incubation services, student apprenticeship and entrepreneurship training to University students, innovative citizens/ business start-ups in Uganda.

#### 6.1.1 Living Earth Uganda

The Centre participated with Living Earth Uganda (LEU) to train Small and Medium Enterprises in building capacity of entrepreneurs to expand and grow their businesses and take advantage of the Oil and Gas activities in Hoima. A graduation ceremony of 150 Entrepreneurs was held on September 29, 2016 at Hoima and certificates were awarded to the entrepreneurs by MUBS.

#### 6.1.2 DFCU Bank Women in Business Programme

The Centre along with the Business Innovation Hub signed a 2-year MOU with DFCU Bank in August 2016 to train and develop 40 clientele of their Women in Business in financial literacy, preparing business plans, marketing and customer care and leadership, and governance. Fifty three (53) clientele were trained between September and November 2016.

#### 6.1.3 Orient Bank Business Academy

The Centre signed an MOU with Orient Bank in September 2016 to train selected clients in their different branches in development of Business Growth Plans under the Orient Bank Business Academy. 30 clients from the Business Academy Graduated and the winners were

*MUBS EC signing the MOU with Dfcu to train Women in Business*





## 6.1.4 Graduates into Employment

### Programme (GIEP)

The 20th Graduates into Employment Programme was conducted for young people who had completed their final year of undergraduate studies at MUBS and other Universities. The training was conducted in two groups. Groups one and two were trained between June April 24 - 28, 2017 and May 29-June 2, 2017 respectively. A total of fifty three (56) young people were trained.

## 6.1.5 Business Clinics

The Centre continues to hold business Clinics every last Thursday of the month at the Centre board room in MUBS, Nakawa. An outreach Business Clinic was conducted in Bugolobi Market where over 15 market vendors. A total of one hundred three (103) entrepreneurs attended the business clinics

## 6.1.6 Monthly Breakfast Meeting

The Centre has held seven (9) breakfast meetings for the period starting May 2016 to February 2017. A total one hundred eighty three (183) entrepreneurs have participated and benefited from the trainings.

## 6.1.7 Collection of Business Information

The Centre collected PAKASA, Seeds of Gold and Harvest Money articles which appear in the New Vision. Staff at the Centre continue to collect all business related articles from the Newspapers. The Centre received 30 Academy of Management Journals from the Deputy Director, Ms. Sarah Kyejjusa. The Centre received 17 books from Prof. Simon Gicharu M.D from Mount Kenya University titled Mohed Aitrad Badani

## 6.1.8 Consultancy

For the public sector, private sector and international organisations, it does Entrepreneurship Development, Recruitment and Business Management.

## • The MTN Contract

The Centre successfully bid and was awarded a contract for recruitment by MTN Uganda in May 2017.

## • Resource Recovery and Re-use (RRR) Project

This project was implemented by GIZ RAWUSS in partnership with the MUBS-Entrepreneurship Centre, CEDAT, EWAG and CEWAS since May 2016. Case studies from selected businesses that participated were developed and a final report of the project was submitted to GIZ RUWASS in July 2017.

## • aYo Uganda Limited

The MUBS Entrepreneurship Centre entered into an agreement with aYo Uganda to recruit temporary staff for the company. The Centre has recruited 24 temporary staff for aYo Uganda.

## 6.1.9 Business Incubation Hub

Virtual Incubation Activities had been undertaken. A call for unique/innovative business ideas from students and innovative citizens was released in February 2016. The deadline was March 28th 2017 and participants of the business plan would be incubated. A team of three staff visited two (2) incubators in the region namely; Kenyatta University (KU) Chandaria Business Innovation and Incubation Centre (Chandaria-BIIC) in Nairobi and Dar Teknohama (ICT) Business Incubator (DTBi) in Dar es Salaam respectively between March 27 - 31, 2017.



## 6.2 CAREER AND SKILLS DEVELOPMENT CENTRE

The Makerere University Business School Career Guidance office was established in 2003 primarily to offer Career Counseling services to MUBS students. The Career services at MUBS have since then evolved to include programmes that cater for the different stakeholders of the institution including Prospective students, Secondary school teachers, employers, recruitment firms, MUBS staff and the general public.

- The Centre has been able extend career guidance services to over 500 secondary schools through-out the country.
- Six (6) regional Workshops for head teachers, career masters and mistresses in the Central, Eastern and western regions. The workshops have attracted over 500 teachers.
- Over 2000 students to different training,

apprentice and job opportunities. This has been done through partnerships with numerous organisations among others KPMG, Deloitte Uganda, Unilever Uganda, PWC, Ernest and Young, Rift Valley Railways, Stanchart Bank, Uganda Baati, National Water & Sewerage Corporation.

- Five (5) Job and Career Fairs that have annually attracted over 2000 students and 150 organisations in all sectors of the economy.
- With support of all the MUBS Outreach Centres, the Centre has been able to train over 18,000 students in job searching, leadership, entrepreneurship and basic office ICT skills.
- We have participated in career symposiums and exhibitions of over 20 senior secondary schools.



*Career Guidance in secondary schools*





## 6.3 ICT CENTRE



### ICT Centre LAB

Established in 2011 by Makerere University Business School(MUBS) in partnership with Southern University's International Center for Information Technology and Development (ICITD) in Baton Rouge, Louisiana USA, the Information and Communications Technology Centre conducts training, research, consultancy, ICT in business incubation and international testing as well as business process outsourcing in various areas with a view to exploring how and what technologies in Uganda, and indeed other developing economies may adopt and/or adapt as a catalyst for positive change. The development of the MUBS ICT Centre is the product of this sustained joint effort to deliver ICT solutions to Africa's resource poor settings.

- The Centre participated at the Sage Day Uganda customer conference that took place on July 21st 2016 at the Kampala Serena Hotel.
- Successfully conducted a workshop for the youth with a focus on how the youth can make use of Information Communication Technologies (ICTs) to achieve sustainable development goals.
- Successfully attended the Digital Education Show Africa 2016 which was held in Johannesburg, South Africa.
- Successfully attended a three-day training of trainers workshop organised by ICDL Africa

for Accredited Training and Testing Centres in Uganda.

- The Centre successfully participated in the developers' festival for the Central region.
- In support of GDG MUBS, the Centre organised the Android Study Jams for beginners in partnership with Google and Audacity. The training started in July 2016 with 18 participants and is expected to run for two months
- Under the GDG MUBS program, the Centre successfully hosted the first ever Kampala Transport hackathon held between 24th and 25th November 2016 at the MUBS Annex, Bugolobi. Meetings
- Successfully held a departmental meeting on December 19th, 2016. Partnerships / Collaborations
- Planet Systems Uganda Limited & Public Procurement and Disposal Authority: To provide e-procurement certification course.





## 6.4 LEADERSHIP CENTRE

The success of an organization and indeed of a nation depends on its leadership.

Leadership is thus at the centre of social and economic success. Leadership provides vision, guidance and nurtures followers into high peak performance. Leadership is coalition building, inspiring others, taking people through journeys they have never been through. Leadership is at the heart of governance and economic success.

The MUBS Leadership Centre is intended to create a database on and research into Leadership and Governance practices for development of leaders economic region.

- Young Women's Mentoring Programme meant to empower young university girls. March 30, 2016
- Empowering Women to Lead Training Programme May 10-11, 2016
- Gender mainstreaming programme for staff sponsored by AfDB October 4, 2016



- Leadership for supervisor training programme (1st Phase under MUBS must change training programme December 8, 2016
- Becoming a Leader Training Programme (1st Phase under MUBS must change training programme) December 8, 2016
- Becoming a leader training programme (2nd Phase under MUBS must change training programme December 13, 2016
- Conflict management Training programme for MCM. (1ST Phase under the MUBS must change programmes) January 25, 2017
- Managing difficult people Training programme for MCM (2nd Phase under the MUBS must change programmes) Feb 1, 2017
- Gender Mainstreaming programme for students sponsored by AfDB Feb 15, 2017
- Becoming a Leader leadership training for Administrators (2nd Phase under the MUBS must change programmes) February 22, 2017
- The 7th Annual Youth Camp Theme "Securing the future for the youth" March 24-25, 2017.







MAIN LIBRARY

7

PARTNERSHIPS



## PARTNERSHIPS

### 7.1 Internationalization and MoU with National and International Agencies

- The Department of Leisure signed memorandum of understanding (MOU) with Protea Group of Hotels and Serena Hotel.



*Signing of MOU between USM and MUBS in Malaysia*

### 7.2 External and Internal Linkages



*MUBS team with Rift Valley Technical Training Institute team*

#### 7.2.1 Faculty of Graduate Studies and Research

- Partnership with the Norwegian University of Life Science on the Norad-NORHED project.:**

The Norad-NORHED project is managed and run in collaboration with The University

of Life Science (UNMB) – Oslo, Norway..

- Collaboration with Universiti Sains Malaysia (USM):**

The Faculty of Graduate Studies and Research (FGSR) is the coordinating unit of the collaboration between MUBS and USM. The Faculty Dean together with the Director MUBS Mbale Campus represented the school at the USM in Malaysia to sign and operationalize the MoU. In this MoU, the two institutions will hold joint conferences, will conduct joint research and staff exchange. The USM will also support the MUBS PhD programme through supervision, examination as well as training our staff for PhDs in their Graduate School of Business.

- Collaboration with Copenhagen Business School (CBS):**

The Faculty of Graduate Studies and Research (FGSR) every year hosts the MBA students from CBS and mobilizes



our graduate students to participate in the CBS programme. FGSR works together with the Faculty of Entrepreneurship and Business Administration (FEBA) supports the students in their research projects and also participates in training the students. This has been one of the most successful and sustainable collaboration that has resulted into research output from students from the two institutions.

- **Collaboration with Mount Kenya University.**

The Faculty hosted a delegation from Mount Kenya University and held discussions on the PhD programmes and a joint Executive MBA (EMBA), joint research and staff exchange. As a follow up, the Dean led a delegation to Mount Kenya University to train their staff and PhD students in research methods as well as finalize the EMBA curriculum. This was finalized and the programme was to be launched in January 2017.

- **Ministry of Education & Sports:**

The Faculty was offered a 6 months fellowship to train MoES staff on how to interrogate academic sources (data) for evidence-based policy making. This started in January 2016 and was successfully concluded in July 2016.

- **Australian-African University Collaboration:**

This is a 1 year pilot study on mapping of HR resources in the **EPZs/Free trade zones** in African Selected Universities. MUBS offered to be the centre where data collection, analysis and information synthesis will be done from. All the selected University representatives will converge at the department for these activities. It was meant to start November 2016, but the team extended their visit to July this year (**wrote asking for space to accommodate this**).

- **National Social Security Fund partnership:**

The faculty is in discussion with NSSF on possible partnership on research that will generate a discussion on employability of graduate students in Uganda. NSSF has been running this programme for 2 years where they have been considering only social cognitive factors to employability. The FGSR is under discussion with NSSF to include psychological aspects which have been proved to enhance graduate employment. We have published a paper in the IJTD in this respect, and there are prospects of having the East African centre for employability research hosted at FGSR of MUBS.

- **Parliament of Uganda:**

The FGSR is working hand in hand with the Parliament of Uganda to promote evidence based research. This is largely to enable members of parliament table evidence based bills. Parliament now requires that the legislators incorporate evidence based practices in the bills at the drafting stage. We had a meeting with the Parliament Department of Research and Parliamentarians.

- **Japan International Cooperation Agency – JICA:**

Training in Project Monitoring and Implementation, Procurement and Supplies Management, Modern Computer Applications. Intend to have a training on Data collection and Analysis.

- **German Back-Up Initiative:**

Building Alliances, Creating Knowledge and Updating Partners in the education sector in countries in Africa. This is a 5 year Project aimed at improving and raising learning outcomes at all levels though more emphasis is put at tertiary/universities. We are working with MoES (Basic Education Department) and FENU (Association for all NGOs in the Education Sector) to put up a proposal which we shall jointly submit. One of the conditions is that the Ministry of Education

must be involved and an umbrella body for all players in the education sector must be part of the proposal.

### 7.2.2 Faculty of Marketing & Hospitality Management

- University of Gavle – Sweden. Under this collaboration two students by the names of Mugarura Amis (13/U/17369) Bsc-Marketing and Abaasa John Mary 13/U/1337 (Bachelor International Business III) traveled to Sweden and studied for one semester Ay 2015/2016
- The Department of Leisure created a formal network with UNESCO Chair Professor Lorenzo for UNESCO World Heritage Sites on possibility of collaborating on E-Tourism. University was willing to furnish the department with materials for more tourism research.
- Moi University- Kenya especially for Field Attachment
- The Department of Leisure with Utali Hotel College- Kenya
- The French & German Embassies.
- Nestle Pro-Gastronomic in Switzerland.
- Agence Universitaire de la Francophonie (The French Agency for French Teaching and Speaking Universities)
- University of Cape Town – South Africa.
- University of Rwanda – Rwanda.
- Zimba Africa (U)
- Ministry of Tourism for National Tourism Initiations
- Star – Uganda ( USAID Project)
- Uganda Hotel Owners Association (UHOA)
- Ministry of Tourism, Wildlife Antiquities.
- Uganda Tourism Board (UTB)
- Café PAP

### 7.2.3 Faculty of Management

- The Faculty had Six (6) international and four (4) linkages maintained with other institutions of higher learning and

Government Departments.

- The Faculty worked with 2 Visiting Professors during the last five (5) years (Prof. Damien Ejigiri for BLG & Dr. Patricia N. Joubert for BHRM).
- Faculty hosted Prof. Joshua Rubongoya as a visiting Prof. in Sem. II.AY 2014/15. He facilitated on the MLG Program and examined Research.
- Prof. Joshua Rubongoya also participated in the review of the BLG & the MLG Programs
- The faculty also worked with four (4) external examiners to ensure the quality of our examinations during the period

## 7.3 Student Exchange Programme

The School celebrated the 10th anniversary of collaboration with Drake University at a function held in Protea Hotel and attended by the key stakeholders (Partner Institution in the programme, Drake Delegation led by the Provosts and other Professors, The MUBS Management led by the Principal, Prof. Waswa Balunywa and the alumni of the programme on Sustainable development. The Dean (Dr. Nkote), Two academic staff and 7 students travelled to Drake University for the second leg of the MUBS-Drake exchange programme from 2nd to the 14th of February 2017).



*Drake Students at MUBS*





MAIN LIBRARY

8

GOVERNANCE



## GOVERNANCE

### 8.1 Organization

The UNIVERSITIES and Tertiary Institutions Act 2001 empowers MUBS with the following policy and administrative organs structures

#### 8.1.1 Policy Making Organs

The School Council is the supreme policy making organ of the school. Policy making is implemented through committees with the following standing committees;

- Appointments Board
- Finance, Planning and general purposes
- Establishment Administrative
- Staff affairs committee and
- Audit committiee

The School Academic Board is the top organ for monitoring, control and evaluation of academic affair and has the following committees;

- Higher degrees
- Faculty boards
- Departmental boards
- Irregularities committee
- Course Review committee and

- Diploma examiners board

Management implements council and academic board decisions also through a system of committees.

#### 8.1.2 Administrative Organs of the School

These are managed through the following committees;

- Deans committee
- Management
- Staff loans and welfare development
- Staff disciplinary
- Departmental
- Contracts committee
- Interviewing committee.

### 8.2 Management

#### 8.2.1 Administrative Departments

headed by the Principal's Office, these cover all the functional non-teaching areas, they include;



***MUBS Campus staff and students at their Visit to Gangama Babies Home in Mbale***



## Principal's office

This consists of both the Principal and Deputy Principal's Office. It is responsible for the overall academic and administrative direction of the school.

It oversees the strategic direction of the school and coordinates the academic and administrative functions to enable the school achieve its strategic goals. The major functions include;

- Internal audit Section
- Strategy and Projects Section
- Procurement and Disposal Unit
- Management Information Systems Unit
- Security Section
- Quality Assurance and Audit Section
- Health Care Services Section
- Career Guidance
- Chaplaincy

## School Secretary's Office

Oversees the corporate affairs of the school and coordinates the human resource functions as well as overseeing the legal affairs of the school. The office also is responsible for the maintenance of the physical place i.e. cleanliness.

## School Registrar's Office

It facilitates the academic function of the school and liaises with the bursar's office to admit and register students. It acts as custodian of academic programmes, examination regulations and results. Oversees exams in colleges affiliated to MUBS. Issues transcripts and certificates and acts as secretariat to the Academic Board.

## School Bursar's Office

Coordinates the school's financial activities, organizing receipts and payment of money.

## Dean of Student's Office

Takes care of students by ensuring the provision of adequate welfare services and maintenance of a conducive environment for students to learn

## Library Section

Provides students and staff with information material that support the curricular and research needs at all levels.

## 8.2.2 Academic Departments

**Faculty of Management** fosters student's centered learning in management disciplines. It houses the following departments of;

- Human Resource
- Entrepreneurship
- Leadership and Governance

**Faculty of Commerce** fosters student's centered learning in business disciplines. It houses the following departments of;

- Economics
- Finance
- Accounting
- Business Law

**Faculty of Computer Studies and Management Science** fosters student's centered learning in IT and Procurement disciplines. It houses the following departments of;

- Business Computing
- Management Science
- Procurement and logistics

**Faculty of Marketing and Hospitality Management** fosters students centered learning in marketing and hospitality disciplines. It houses the following departments of;

- Leisure and hospitality
- Marketing and International Business
- Vocational and Professional Programmes

**Faculty of Graduate Studies and Research** oversees the graduate programmes of the school

## Faculty of Vocational and Distance Education

The Faculty of Vocational and Distance Education( FVDE) is in charge of the overall

management of the Diploma and Certificate programmes at MUBS, the academic activities of Arua and Mbale Regional Campuses and oversight of the Private Institutions affiliated to MUBS. It also coordinates the running of the postgraduate Diplomas in Education. The Faculty is also mandated to coordinate the LUZIRA In-mates programme as part of the School's overall Social Corporate Responsibility Programme.



## 8.3 Activities

### 8.3.1 Academic

#### (i) Teaching and imparting Knowledge

- Certificate programmes
- Diploma Programmes
- Undergraduate programmes
- Graduate Programmes
- PhD programmes

#### (ii) Promotion of knowledge through the following activities;

- Research
- Publications
- Conferences
- Seminars

### 8.3.2 Out Reach programmes

The school organizes trainings in different areas including;

- Management training programmes
- Entrepreneurial Development programmes
- Leadership training programmes
- Conferences / workshops

### 8.3.3 Support Activities

The school has support services that enable the performance of the core activities smoothly which include the following;

- Dining
- Cleaning and maintenance
- Sports and recreation
- Security
- Counseling services
- Chaplaincy





## SCHOOL COUNCIL MEMBERS

---



Ms. Victoria S. Byoma  
Deputy Chairperson



Prof. Venansius Baryamureeba  
Chairperson



Dr. John Kiyaga-Nsubuga  
Government Appointee



Mr. Daniel Waiswa Kimuda  
Government Appointee



Prof. Waswa Balunywa  
Principal



Dr. Tom O. Okurut  
Rep. Members of the Public



Ms. Shifrah Lukwago  
Rep. KCCA



Dr. Moses Muhwezi  
Ag. Deputy Principal



Mr. James Mwesigye  
Rep. Persons with Disabilities



Hon. Lt. Col (Rtd) Dr. Bright.  
K. Rwamirama  
Rep. MUBS Alumni Association



Mrs. E.K.M Gabona  
Rep. MoES (Higher Education)

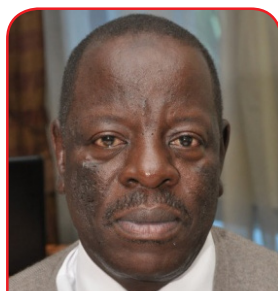


Hon. Beatrice Rwakimari  
Rep. Members of the Public

## SCHOOL COUNCIL MEMBERS



Mr. William Ndoleriire  
Rep. MoFPED



Mr. Isaac Mubarak Ngobya  
Rep. the Business Sector (UMA)



Mr. Bataringaya S. Bombeka  
Rep. Senior Admin. staff



Assoc. Prof. Musa Moya  
Rep. Academic Board



Dr. Muhammed Ngoma  
Rep. Academic Board



Mr. Akisoferi Wesonga  
Rep. Academic staff



Mr. Muhammed Ngiya  
Rep. Support staff



Ms. Doreen Rujumba  
Rep. Staff with Disabilities



Mr. David Nyamuyonjo  
Rep. Academic staff



Mr. Francis Yosa  
Secretary to Council



Mr. Jorum Alvin Matovu  
Guild President



Asimire Mackline  
Students' Guild Rep



## TOP MANAGEMENT

The Top Management Board is responsible for the strategic direction of the School. It provides the map showing the strategic intent of the School and the different Faculties/Departments/Units of the School prepare their plans based on this intent.



Prof. Waswa Balunywa, PhD  
Principal



Assoc. Prof. Moses Muhwezi, PhD  
Dy. Principal



Mr. Francis Yosa  
School Secretary



Dr. Annie A. Begumisa  
Academic Registrar



Ms. Florence Lukuuse  
School Librarian



Ms. Evace Nyakoojo  
Director . Human Resource



Ms. Juliet Kateega  
Ag. Dean of Students



Mr. Micheal Ruhigwa  
Ag. School Bursar



Mr. George Asiimwe  
Director Internal Audit

## FACULTY DEANS

---



Prof. Muhamad Ngoma  
FGRS



Prof. Joseph Ntayi  
Economics & Management  
Science



Prof. Geoffrey Bakunda  
Marketing & International  
Business



Dr. Edith M. Basalirwa  
Entrepreneurship & Business  
Administration



Dr. Annet Nabatanzi K.  
Muyimba  
Management & Public Policy



Dr. Isaac Nkote  
Faculty of Commerce



Assoc. Prof. Moya Musa  
Computing & Informatics



Mr. Freddie Semukuno  
Vocation and Distance  
Education

## ASSOCIATE DEANS

---



Assoc. Prof. Vincent Bagiire  
Asst Dean FGRC



Dr. Agnes Nassuna  
Asst Dean FGRC



## HEADS OF DEPARTMENTS

---



Prof. Stephen Nkundabanya  
HOD, Accounting



Dr. Isaac Kayongo  
HOD, Leadership and  
Governance



Dr. Joseph Bada,  
HOD, Computer Science &  
Engineering



Ms. Gwokyalya Waliya  
HOD, Business Law



Dr. Isaac Magoola  
HOD, Business  
Administration



Dr. Timothy Esemu  
HOD, Marketing &  
International Business



Dr. Milburg Atcero,  
HOD, Leisure & Hospitality



Dr. Jolly K. Byarugaba,  
HOD, Human Resource  
Management



Dr. Robert Kyeyune  
HOD, Applied Computing &  
Information Technology



Dr. Rachel Mindra  
HOD, Finance



Dr. Rogers Matama  
HOD, Procurement &  
Logistics Management



Mr. Johnson Ssekakubo,  
HOD, Management Science



Dr. Ernest Abaho  
HOD, Entrepreneurship

## REGIONAL CAMPUS DIRECTORS

### MUBS Arua Campus



Mr. Sonny Nyeko,  
Director Arua Campus

### MUBS Mbarara Campus



Mr. Pontinous  
Byarugaba, Director  
Mbarara Campus

### MUBS Mbale Campus



Mr. Ayub Kutosi  
Director Mbale Campus



MUBS Jinja Campus



Mr. Bumali Lubogoyi  
Director Jinja Campus

REGIONAL CAMPUS HEADS OF DEPARTMENTS



Assoc. Prof. Laura  
Orobia, HOD  
Accounting Mbarara  
Campus



Dr. Richard Akisimire,  
HOD Mbarara Campus



Mr. Geoffrey Nkutu,  
HOD Marketing Jinja  
Campus



Mr. Gadi Mutalemwa  
HOD, Accounting  
Jinja Campus





## DIRECTORS OF CENTRES



Ms. Regis Namuddu  
Leadership Centre



Ms. Diana Ntamu  
Entrepreneurship Centre



Mr. Charles Olupot  
ICT Centre

## RELIGIOUS LEADERS



Monsignor Fr Lawrence  
Ssemusu  
Catholic Church



Sheikh Muhammad Ali  
Waiswa  
Imam



Rev. Kenneth Karyeija  
Protestant Church

## MANAGERS



Ms. Susan Kamazima  
PDU



Ms. Christine Nantambi  
Strategy Unit



Ms. Mohammed Kiggundu  
MIS Unit



Ms. Maureen Tweyongere  
Career & Skills Development  
Centre



Mr. Shakilah Nagujja  
E Learning





MAIN LIBRARY

9

# FINANCIAL MANAGEMENT

## FINANCIAL MANAGEMENT

### Financial Management and Resource Mobilisation

The School relies heavily on funds from private students. Over 75% of the School's resources are generated internally. MUBS revenue has increased by 5% over the previous financial year, mostly due to project income from government and grants. The School aims at generating Ugx. 100 billions in the next three, (3) years

Table: Financial Performance (The budget outturn for FY2016/17)

	Budget (Shs.'bn)	% on budget	Outturn (Shs.'bn)	Variance (Shs.'bn)
<b>Income</b>				
Wage	16.264	24.7	18.212	1.949
Non Wage	3.439	5.22	3.439	0
Capital Development	2.800	4.25	0.960	(1.840)
IGF/NTR	43.070	65.43	37.9	(5.170)
<b>Total Income</b>	<b>65.830</b>			
<b>Expenditure</b>				
Teaching and training	3.021	4.59	3.015	0.0058
Research & Publications	0.528	0.80	0.350	0.177
Students welfare	1.691	2.57	1.69	0
Salaries & Staff welfare	43.632	67.82	44.013	0.630
Office Requirements	2.167	3.29	1.766	0.400
Committees and Council Costs	0.699	0.7		
Transport Costs	1.81	2.76	1.181	0.0001
Maintenance	0.891	1.35	0.890	0.0001
Utilities	2.339	3.55		
Corporate and Social responsibility	0.020	0.03	0.019	
Guild Services	0.329	0.5	0.329	
Subscriptions and International Organizations	0.0975	0.15	0.097	(0.055)
Land	-		-	-
Vehicles & Transport equipment	-		-	-
Office & IT equipment	0.625		0.475	0.149
Specialized equipment	0.054		0.053	0.001
Furniture & Fixtures	0.278		0.216	0.062
<b>Total Expenditure</b>	<b>65.830</b>		<b>59.46</b>	<b>6.669</b>



# MUBS PROGRAMMES

## GRADUATE PROGRAMMES

- PhD
- Doctor of Philosophy
- Doctor of Business Administration
- Master of Business Administration (Day and Evening)
- Master of Arts in Economic Policy and Management
- Master of Human Resource Management
- Master of Science in Accounting and Finance
- Master of Science in Marketing
- Executive Master of Business Administration
- Master of Banking and Investment Management
- Master of Procurement and Supplies Management
- Master of Science in Entrepreneurship
- Master of Leadership and Governance
- Master of Science in Hospitality and Tourism Management
- Master in International Business
- Postgraduate Diploma in Information and Communication Technology and Regulation
- Postgraduate Diploma in Micro Finance
- Postgraduate Diploma in Business Administration
- Postgraduate Diploma in Human Resource Management
- Postgraduate Diploma in Marketing
- Postgraduate Diploma in Procurement
- Postgraduate Diploma in Project Planning
- Postgraduate Diploma in E-commerce & Web design
- Postgraduate Diploma in Business Computing

## BACHELOR PROGRAMMES

- Bachelor of Commerce
- Bachelor of Business Administration
- Bachelor of Catering and Hotel Management
- Bachelor of Business Computing
- Bachelor of Human Resource Management
- Bachelor of Leisure and Hospitality Management
- Bachelor of International Business
- Bachelor of Office and Information Management
- Bachelor of Entrepreneurship and Small Business Management
- Bachelor of Procurement and Logistics Management
- Bachelor of Business Statistics
- Bachelor of Science Marketing
- Bachelor of Arts in Economics
- Bachelor of Science Accounting
- Bachelor of Travel and Tourism Management
- Bachelor of Leadership and Governance
- Bachelor of Science in Finance
- Bachelor of Transport and Logistics Management
- Bachelor of Real Estates Management
- Bachelor of Business Administration (EXT)
- Bachelor of Human Resource Management (EXT)
- Bachelor of Procurement and Logistics Mgt (EXT)

## DIPLOMA & CERTIFICATE PROGRAMMES

- Diploma in Accounting & Finance
- Diploma in Computer Science
- Diploma in Transport & Logistics Management
- Diploma in Office Management
- Diploma in Business Administration
- Diploma in Human Resource Management
- Diploma in International Business
- Diploma in Entrepreneurship & Small Business Management
- Diploma in Local Government Finance Management
- Diploma in Secretarial Studies
- Diploma in Local Government Administration Management
- Diploma in Project Planning and Management
- Diploma in Secretarial Studies (In Service) (1Yr)
- Diploma in Recreation and Events Management
- Diploma in Procurement and Supply Chain Management
- Diploma in Customs Clearing & Forwarding
- Diploma in Sales & Marketing
- Diploma in Web Design
- Diploma in E-commerce
- Diploma in Business Computing
- Certificate in Business Administration
- Certificate in Entrepreneurship & Small Business



## **MISSION**

To enable the future of our clients through creation and provision of knowledge.

## **VISION**

To be the benchmark for Business and Management Education, Research and Training in the region.

### **Please Contact Us**

Makerere University Business School

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Website: [www.mubs.ac.ug](http://www.mubs.ac.ug)