MUBS Newsletter

October Issue-2026

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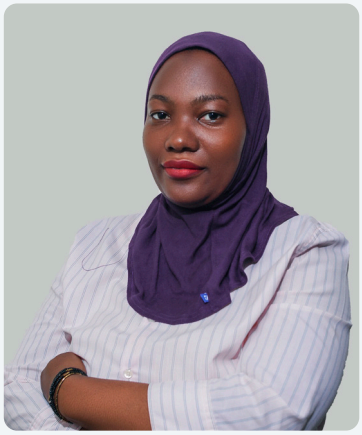
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MUBS Anthem >>



Makerere University Business School Benchmark for
Versatile Education
Providing Knowledge and Skills
Enabling the future of your clients

With Wisdom and Integrity, you
Inspire Confidence
You give Energy, Strength and
Determination. We uphold your Splendour
Enabling the future of your clients

Shaped by Intelligence, Loyalty and Vision
Stand Tall and Strong with Courage
In the Worldwide University Fraternity
Enabling the future of your clients

Makerere University Business School
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Our Vision:

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

Our Mission:

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

Editorial

An Academic Backlog Is Not The End Of Your Dream



Erinah Najjingo

Editor

Some encounters stay with you long after they are over. I recently had one that left me reflecting on the emotional weight of academic backlogs and the dreams that can be disrupted along the journey to graduation.

I met a student struggling to hold back tears after discovering that she had accumulated an academic backlog. Sitting beside her was her mother, whose face reflected deep disappointment. Looking at the two, I could not help but imagine the hopes and expectations they had attached to the University journey.

They had shared one dream: that in just three years, the daughter would complete her degree, graduate and move on to the next chapter of her life. They had probably looked forward to that day with excitement, counting down the semesters and anticipating the celebration that would mark her achievement. But an academic backlog had suddenly changed that timeline.

What stood out was the emotional impact of the backlog on both the student, who felt she had fallen behind, and her mother, whose hopes of a three-year graduation had been disrupted. That encounter reminded me that an academic backlog can affect a student's confidence and a family's expectations, but delayed graduation does not mean a dream has failed.

To every student facing an academic backlog, remember that one setback does not define your potential or determine your future. It is understandable to feel disappointed, especially when you fall behind your peers or worry about letting down those who believe in you. However, do not allow a difficult academic season to make you lose sight of what you set out to achieve.

Instead, take time to reflect on what went wrong, seek academic guidance and develop a realistic plan to clear your outstanding course units. Reassess your study habits, prepare better and remain disciplined. Take responsibility for your progress and approach each new opportunity with renewed determination.

You may not be able to change the results of the past, but you can influence what happens next. Your graduation may take longer than you planned, but your dream remains within reach. Keep going. Your journey is delayed, not over.

Semester One Examinations to Begin on November 16, 2026



Dr. Eldred Kyomuhangi- Manyindo the School Registrar urges students to complete their registration and prepare adequately for the assessments.

End-of-Semester One examinations for the 2026/2027 academic year are scheduled to begin on November 16, 2026, with Makerere University Business School (MUBS) School Registrar, Dr. Eldred Kyomuhangi-Manyindo, urging students to complete their examination registration and prepare adequately.

As the examination date draws closer, preparation is more important than panic. Although examinations are a normal part of academic life, many students approach them with anxiety, often driven by inadequate preparation, fear of failure, pressure to meet expectations or uncertainty about their ability to perform. Yet examinations are not meant to intimidate students; they provide an opportunity to demonstrate knowledge, assess progress and identify areas for improvement.

The key to managing this pressure lies in preparing early and consistently. Students are encouraged to develop realistic study timetables, revise lecture notes regularly, practice past examination questions where available and seek clarification from lecturers on difficult topics. Focused study groups, regular breaks and adequate sleep can further improve concentration, understanding and confidence.

While examinations are an important measure of academic progress, they should not become a source of overwhelming fear. One examination does not define a student's worth or determine their entire future. Students can manage anxiety by preparing early, following realistic study schedules and focusing on their own progress rather than comparing themselves with others. Ultimately, confidence comes not from avoiding the challenge, but from being ready to face it.

That preparation must also be matched by integrity. Students are encouraged to rely on their knowledge and abilities, recognising that examination malpractice can jeopardise their academic progress and undermine the value of their qualifications.

Ultimately, examinations should be approached with preparation, confidence and integrity, not fear. The goal is not merely to pass, but to demonstrate what you have learned and take another step towards your future.

New Appointments



Assoc. Prof. Samalie Mlay- Deputy Dean
Faculty Of Graduate Studies and Research



Dr. Rebecca Kiconco,
Deputy Dean Faculty of Commerce



Dr. Geoffrey Nkuutu,
Chief Quality Assurance Directorate



The Minister of Health, Hon. Chris Baryomunsi, takes part in the National Mental Health Run 2026 at MUBS, promoting mental health awareness

MUBS Hosts National Mental Health Run to Promote Awareness and Compassionate Care

Makerere University Makerere University Business School (MUBS) has stepped up efforts to promote mental health awareness, challenge stigma and encourage access to professional care by hosting the National Mental Health Run 2026 and World Mental Health Day commemoration.

The event, held at the MUBS grounds on Saturday, October



Hon. Moses Okwera Mugisha, a member of the MUBS Council who coordinated the run addressing the runners

10, 2026, was organised in partnership with the Ministry of Health under the theme, "Lived Experiences Heard: Real Voices, Real Change."

The commemoration provided a platform for raising public awareness about mental health, encouraging open conversations and promoting a more compassionate approach towards people experiencing mental health conditions.

Speaking at the event, the Minister of Health, Hon. Chris Baryomunsi, called for a change in how society responds to mental health challenges, urging the public to treat people experiencing mental health conditions with dignity and compassion rather than criminalising their experiences.

His message emphasised the importance of recognising mental health conditions as health concerns that require professional attention and support, rather than responses that may deepen stigma and discrimination.

Dr Juliet Nakku, Executive Director of Butabika National Referral Mental Hospital, called for urgent government action to address mental health challenges in Uganda, emphasising the need for greater awareness and access to treatment.

Meanwhile, MUBS Council member Hon. Moses Okwera Mugisha said the National Mental Health Run aimed to encourage public engagement and improve understanding of mental health.

The National Mental Health Run 2026 promoted public awareness, challenged misconceptions and encouraged people experiencing mental health conditions to seek professional help without fear of stigma or discrimination.

As host, MUBS, in partnership with the Ministry of Health, provided a platform for stakeholder engagement and public education, highlighting the importance of compassion, understanding and collective responsibility in improving access to mental health care.

MUBS Principal, Prof. Moses Muhwezi, and Uganda's gold medallist, Dorcus Nzikuru, join the Minister of Health, Dr Chris Baryomunsi, during the National Mental Health Run 2026 hosted at MUBS



Prof. Muhwezi Champions Data-Driven Research for Sustainable Development @ 18th ORSEA Conference



MUBS Principal and Operations Research Society of Eastern Africa (ORSEA) President, Prof. Moses Muhwezi, addressing the conference in Nairobi

MUBS Principal and Operations Research Society of Eastern Africa (ORSEA) President, Prof. Moses Muhwezi, has highlighted the importance of data-driven research in addressing development challenges and improving institutional decision-making across Eastern Africa.

He made the remarks during the 18th ORSEA International Conference, held from 28–30 October 2026 at the University of Nairobi, Kenya, under the theme **"Operations Research and Data-Driven Decision Making for Inclusive, Resilient and Sustainable Systems."**

The conference brought together researchers, academics, industry practitioners and policymakers to explore how research, data analytics and mathematical modelling can support better decisions and address complex economic and social challenges.

Discussions focused on the application of Operations Research in improving efficiency, allocating resources and strengthening institutional performance. Its practical applications span sectors such as healthcare, transport, supply chains and business operations.

This approach is particularly important for governments and businesses operating with limited resources and competing priorities, where informed decisions can make a significant difference in achieving sustainable development.

For higher education institutions, the discussions reinforced the importance of producing research that responds to societal needs, equipping graduates with analytical skills and strengthening partnerships



Prof. Moses Muhwezi (centre) with ORSEA executives at the 18th ORSEA International Conference in Nairobi, Kenya



Dr. Ronet Atukunda (in green), Dean, Faculty of Economics, Energy and Management Science, with ORSEA executives and members at the 18th ORSEA International Conference



Assoc. Prof. Susan Watundu (third from left), Head of Department, Applied Statistics and Management Science, and ORSEA-Uganda Chapter representative, with ORSEA members at the conference



Prof. Wainaina Gituro, ORSEA Secretary General, with members of the Society's executive at the 18th ORSEA International Conference in Nairobi, Kenya

with government and industry.

Prof. Muhwezi's participation reflected the importance of connecting academic research with practical decision-making. The conference also examined the growing role of artificial intelligence and responsible data governance in building productive, resilient and sustainable institutions.



MUBS academic staff at the 18th ORSEA International Conference in Nairobi, Kenya.

MUBS Advances Disability Inclusion Through Para-Sports



Minister of State for Disability Affairs, Ministry of Gender, Labour and Social Development, Hon. Acan Joyce Okeny, giving her remarks during the Inclusive Para-Sports Community Awareness and Advocacy Event at MUBS

Makerere University Business School (MUBS) is advancing disability inclusion as part of its institutional agenda, using para-sports to promote accessibility, participation and equal opportunities while deepening collaboration with Government and disability-sports stakeholders.

This commitment was demonstrated on 7 October 2026 when MUBS hosted the Inclusive Para-Sports Community Awareness and Advocacy Event at its Main Campus in Nakawa. Held under the theme **"Promoting Disability Inclusion and Awareness Through Sports and Games,"** the event brought together government representatives,

"At MUBS, we are committed to creating an inclusive institution where every student has the opportunity to learn, participate and excel without barriers. We will continue to strengthen accessibility and promote equal opportunities for all."

students, sportsmen and women, disability-sports practitioners and other stakeholders under the rallying call "Nothing About Us Without Us."

By bringing these stakeholders together, MUBS created a platform for dialogue on how sports can help remove barriers to participation and create a more inclusive university environment. The engagement also highlighted the potential of para-sports to provide students with disabilities with opportunities to develop their talents, build confidence and participate fully in university life.

Reflecting on this commitment, the Principal, Prof. Moses Muhwezi, reaffirmed MUBS' determination to create an inclusive insitution where every student can learn, participate and excel without barriers. He noted that MUBS will continue to promote accessibility and create equal opportunities for all.

The event was attended by Hon. Acan Joyce Okeny, Minister of State for Disability Affairs, Ministry of Gender, Labour and Social Development. Her participation highlighted the importance of collaboration between MUBS and Government in advancing disability inclusion and expanding opportunities for persons with disabilities.

Hon. Okeny noted that sports provide an important platform for promoting equality, building confidence and fostering social inclusion. She applauded the Spinal Injuries Sports Group and its partners for creating opportunities for persons with disabilities to participate in sports, develop their abilities and engage with their communities. She further pledged Government's continued support for accessible and inclusive sports facilities across the country.

The initiative demonstrated how para-sports can empower students with disabilities, promote equal participation and build confidence. It also reflects MUBS' commitment to fostering an inclusive learning environment where all students have the opportunity to develop their talents and reach their full potential.



Mr. Robert Tuhamire, Staff Representative for Persons with Disabilities, Council Vice Chairperson, Mr. James Mwesigwa; Hon. Acan Joyce Okeny, Minister of State for Disability Affairs; and MUBS Principal, Prof. Moses Muhwezi, with other Council members and staff at the games

Career Guidance Teachers Equipped to Prepare Learners for the World of Work



Permanent Secretary in the Ministry of Education and Sports, Dr. Kedrace Turyagyenda, officiated at the Career Teacher's Workshop at MUBS

Makerere University Business School (MUBS) has equipped Career Guidance Teachers from secondary schools with practical approaches to help learners make informed education and career choices and prepare for a changing world of work.

The capacity-building initiative was delivered through a Career Teachers Workshop organised by the MUBS Career and Skills Development Office on October 3, 2026, at the MUBS Main Campus, Nakawa.

The workshop brought together career teachers from secondary schools across Kampala to deepen their knowledge, exchange experiences and explore effective approaches to career guidance.

Opening the workshop, the Permanent Secretary in the Ministry of Education and Sports, Dr. Kedrace Turyagyenda, emphasised the importance of strong learning foundations, including reading, good values and effective language development.

She noted that these foundations are important in shaping learners' education and future career choices.

Building on this foundation, MUBS Principal, Prof. Moses Muhwezi, urged Career Teachers to help learners consider their interests, abilities and character when making career choices.

He noted that academic qualifications alone may not be enough in a changing employment environment and encouraged teachers

to emphasise practical skills, resilience and a strong work ethic alongside academic achievement.

The role of career teachers in guiding learners through these choices was also emphasised by the School Registrar, Dr. Eldred Kyomuhangi Manyindo.

She described them as a bridge between learners and their future and encouraged them to use the knowledge gained from the workshop to better prepare learners for higher education.

On the competencies learners need beyond academic achievement, Dr. Patrick Ssembirige, Deputy Director for Curriculum Development and Instructional Materials at the National Curriculum Development Centre (NCDC), urged career teachers to encourage critical thinking, innovation and problem-solving.

He noted that these abilities are increasingly important in helping young people respond to changes in their communities and the wider world.

As workplace demands continue to evolve, Assoc. Prof. Ernest Abaho, Chairman of the MUBS Curriculum Review, urged career teachers to keep abreast of emerging skills and changing workplace requirements to better guide learners.

Assoc. Prof. Nkurunziza, Dean, Faculty of Vocational and Distance Education, emphasised the importance of guiding learners in the responsible use of Artificial Intelligence while maintaining human values.

The workshop highlighted the important role of career teachers in shaping learners' future choices.

By applying the knowledge gained, teachers are better positioned to guide students towards education and career paths that match their abilities and interests, preparing them for opportunities in higher education and the world of work.

Career Guidance Teachers in a group photo with the School Registrar Dr. Eldred Kyomuhangi Manyindo, PS. Dr. Kedrace Turyagyenda, Principal, Prof. Moses Muhwezi, and Assoc. Prof. Gideon Nkurunziza



Student Innovators Challenged to Turn Uganda's Data into Solutions for Rural Farmers

Student innovators have been challenged to turn Uganda's existing data and research into practical, sustainable solutions that address the challenges facing rural farmers.

The call was made during the Agricultural Data Science and Innovation Hackathon held from October 12 to 15, 2026, at Makerere University Business School (MUBS) Main Campus in Nakawa. Organised in collaboration with Mbarara University of Science and Technology (MUST), the four-day event attracted more than 80 participants daily, including 50 student innovators, academic mentors, facilitators, university executives, government representatives and industry stakeholders from Africa and Europe. Held under the theme "Data to Impact," the hackathon was organised through the VLIR-UOS ICP Connect Project: Digital Innovation for Development (DI4D).

The participating institutions were MUBS and MUST in Uganda, the University of Nairobi in Kenya, Ardhi University in Tanzania, Hawassa University in Ethiopia, and Thomas More University of Applied Sciences in Belgium.

Working in teams, the students spent three days applying their data science and technical skills to develop and prototype solutions to agricultural challenges. Academic mentors provided technical support, data modelling insights and practical guidance, helping the teams refine their ideas and explore how data and digital technologies could be used to address farmers' needs.

Opening the hackathon, MUBS Principal Prof. Moses Muhwezi called on universities, government and the private sector to work together to translate available agricultural data and research into innovations that respond to the needs of rural communities.



MUBS Principal Prof. Moses Muhwezi in a group photo with innovators and their mentors at MUBS



MUBS Deputy Principal Assoc. Prof. Rachel Mindra Katoorogo in a group photo with mentors at MUBS

He challenged students to develop affordable, accessible and sustainable solutions for farmers that can be scaled to benefit communities and contribute to Uganda's national development priorities.

Prof. Stijn Coenen, President of Thomas More University of Applied Sciences in Belgium, emphasised the role of international partnerships in strengthening innovation, sharing expertise and equipping graduates with skills to address societal challenges.

"We need stronger Africa-Europe partnerships that harness Africa's vibrant entrepreneurial spirit while nurturing innovative, socially responsive graduates capable of delivering practical solutions through shared knowledge," he said.



Innovators attending the training

At the closing ceremony, MUBS Deputy Principal Assoc. Prof. Rachel Mindra Katoroogo commended the student teams for their resilience, creativity and commitment to addressing agricultural challenges. "The creativity, commitment, and practical solutions demonstrated by these student teams prove that young innovators hold the key to driving agricultural transformation through data science," she said.

Beyond the student innovations, the hackathon also strengthened engagement between MUBS and MUST, creating opportunities for sustained academic and research collaboration.

MUBS Shares Policy and MEL Expertise with University of Lagos to Strengthen Climate Research Impact



Assoc. Prof. Irene Nalukenge, Assoc. Prof. Bolajoko Malomo, Prof. Moses Muhwezi and other faculty members in a group photograph following an institutional learning meeting at MUBS

Makerere University Business School (MUBS) is extending its expertise in policy engagement and Monitoring, Evaluation and Learning (MEL) to the University of Lagos, Nigeria, to strengthen the impact of climate adaptation research.

The exchange took place on September 28 during a learning visit by Assoc. Prof. Bolajoko Malomo of the University of Lagos. She met with the MUBS Principal, Prof. Moses Muhwezi; Dean of the Faculty of Commerce, Assoc. Prof. Irene Nalukenge; and Head of the Department of Finance, Dr. Eva Mpaata, to share experiences and learn from the School's practices.

The visit followed a CO-CAT assessment that identified MUBS's strengths in policy engagement and Monitoring, Evaluation and Learning (MEL). These areas of strength informed the decision to share the School's experience with the University of Lagos.

Through this exchange, MUBS is contributing to efforts to strengthen how climate adaptation research is monitored, evaluated and linked to policy processes.

The engagement also creates opportunities for the two institutions to deepen academic and research collaboration and advance practical responses to climate-related challenges.



Principal Joins University Leaders in Rethinking the Future of Higher Education

Makerere University Business School (MUBS) Principal Prof. Moses Muhwezi attended the 15th Uganda Vice Chancellors' Forum Annual Conference in Entebbe on October 15, 2026, where University Leaders reflected on the future of higher education amidst rapid technological change and growing calls for institutional reform.

Held at Lake Victoria Granada Hotel under the theme **"The Future of the University: Rethink, Reform or Risk Irrelevance,"** the conference placed the relevance of Universities in a changing world at the centre of discussions, with Artificial Intelligence (AI) emerging as a key subject through the keynote address.

A key highlight was the keynote address by Prof. Stijn Coenen, President of Thomas More University of Applied Sciences in Belgium, who emphasised the need for universities to embrace Artificial Intelligence (AI) in teaching, learning and administration to remain relevant in a rapidly changing technological environment.

For MUBS, the discussions highlighted the need to align business education with technological changes in the workplace. This calls for reviewing academic programmes to ensure graduates acquire skills relevant to the evolving business environment.



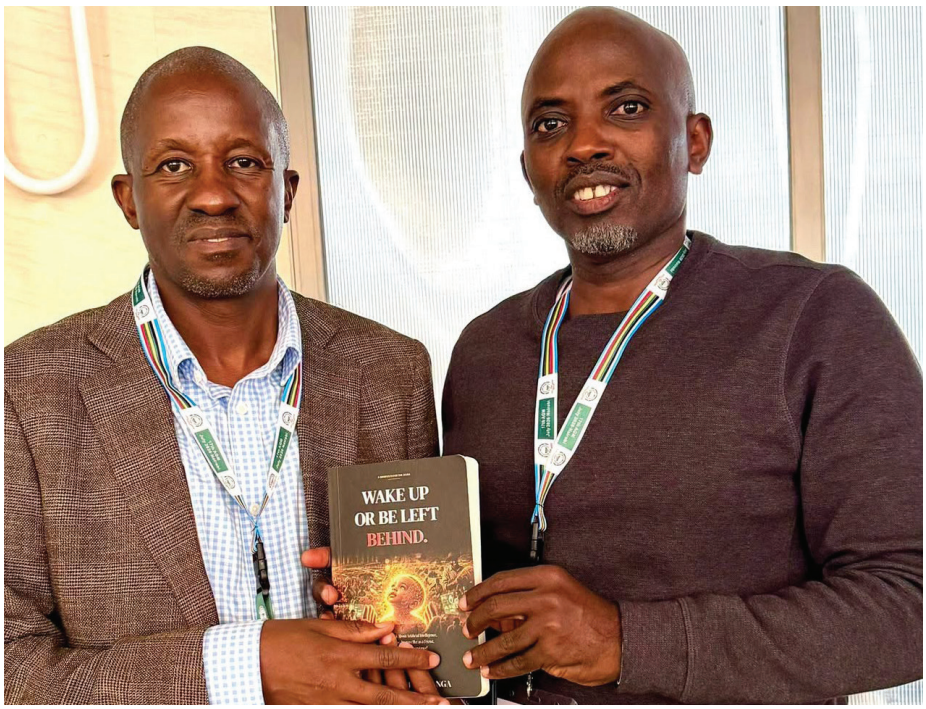
MUBS Principal Prof. Moses Muhwezi (seated at the centre) poses for a group photo with fellow University Leaders during the 15th Uganda Vice Chancellors' Forum Annual Conference

MUBS- Victoria University Share Interest in Advancing AI Awareness

Makerere University Business School (MUBS) and Victoria University share an interest in advancing artificial intelligence (AI) awareness and preparing graduates for a changing world of work.

The shared vision was highlighted on October 16, 2026, when MUBS Principal Prof. Moses Muhwezi received a copy of Wake Up or Be Left Behind, a book by Victoria University Vice Chancellor Dr. Lawrence Muganga, in recognition of his efforts to make AI knowledge accessible and relevant.

The engagement highlighted opportunities for the two institutions to collaborate in AI literacy, research and innovation, promote responsible use of emerging technologies and equip graduates with relevant digital skills for the evolving job market.



MUBS Principal Prof. Moses Muhwezi, receiving a copy of ''Wake Up or Be Left Behind'', book from Dr. Lawrence Muganga, Vice Chancellor of Victoria University, in recognition of his efforts to make AI knowledge accessible and relevant

Tips For Turning Agricultural Data into a Community Solution

1. Identify the problem: Focus on farmers' challenges, such as crop diseases, unpredictable weather or limited market access.

2. Gather reliable data: Use agricultural research, weather records, market prices and farmers' experiences.

3. Turn data into advice: Translate information into practical recommendations farmers can act on.

4. Make it accessible: Share advice through local languages, SMS, radio or mobile applications.

5.Involve farmers: Consult users, test solutions and incorporate their feedback.

6.Connect advice to action: Link farmers to markets, buyers, agricultural experts and suppliers.

7. Measure results: Assess whether the solution reduces losses, lowers costs or increases farmers' incomes.

8. Ensure sustainability: Secure sustainable funding and partnerships to keep the solution running.



MUBS Principal, Prof. Moses Muhwezi (centre), in a group photo with members of the School's Top Management during the three-day retreat held in Kalangala

Top Management Retreat Seeks To Strengthen Leadership And Drive Institutional Transformation

A shared institutional vision, effective management and collective responsibility are essential to driving organisational growth and transformation.

MUBS is seeking to strengthen these foundations by fostering a more cohesive and results oriented approach to institutional management. This was the focus of a three-day Top Management Retreat held in Kalangala from October 21–23, 2026, under the theme **"Connect, Reflect and Recharge."** Organised by the MUBS Human Resource Directorate.

The retreat emphasised the need for stronger institutional alignment, collaboration and collective responsibility in driving MUBS' growth and development. The Principal, Prof. Moses Muhwezi, called on top management to align individual and departmental efforts with the School's vision.

While the Chief Human Resource Officer, Ms. Christine Nanyombi Mubiru, urged top management to prioritise institutional interests, strengthen interdepartmental coordination and adopt a results-oriented approach.

Participants were challenged to translate the retreat's resolutions into action through improved communication, inclusive decision-making and greater accountability for institutional performance.

MUBS Seeks to Improve Communication and Service Delivery



Mr. Ethan Musolini , Principal, Prof. Moses Muhwezi, Chief Human Resource Directorate,Ms. Christine Nanyombi Mubiru and Members of Top Management and Heads of Departments in a group photo after training

The Chief Human Resource Officer at Makerere University Business School (MUBS), Ms. Christine Nanyombi Mubiru, has called on institutional leaders to strengthen their communication practices to improve service delivery and address communication challenges within the School.

She made the call during an effective communication training organised by the Human Resource Directorate for Top Management and the Academic Board on October 14, 2026, at the MUBS Main Campus in Nakawa.



Chief Human Resource Directorate Ms. Christine Nanyombi-Mubiru addressing the participants during the training

Ms. Nanyombi emphasised the importance of effective communication in enhancing service delivery. She commended the Principal for supporting efforts to address communication challenges and urged participants to reflect on their communication practices, particularly in giving and receiving feedback.

While opening the training, MUBS Principal Prof. Moses Muhwezi said effective leadership depends on good communication. He cautioned that poor communication can fuel misinformation and gossip among staff.

He also encouraged faculties to use social media to showcase their activities and achievements,



Mr. Ethan Musolini

thereby enhancing MUBS' visibility and public image.

The CEO Success Africa, Mr. Ethan Victory emphasised that leaders must take responsibility for their communication and its impact on others. He highlighted clarity, emotional intelligence, active listening and non-verbal communication as essential skills for effective engagement.

The training highlighted the role of effective communication in improving information sharing, strengthening coordination across departments and supporting better service delivery at MUBS.

"Effective communication is the foundation of strong leadership; it builds trust, strengthens collaboration, improves service delivery and unites staff around a shared institutional vision."



Members of Top Management and Heads of Academic and Administrative Departments attend the effective communication training

MUBS Advances Evidence-Based and Digital Staff Performance Management



Staff participate in a Monitoring and Evaluation (M&E) System training

Makerere University Business School (MUBS) is moving towards a more transparent, evidence-based and digitally supported system for managing staff performance, aimed at strengthening accountability, service delivery and alignment with institutional priorities.

The shift was highlighted during a Monitoring and Evaluation (M&E) System training organised by the Human Resource Directorate on October 19, 2026, at the MUBS Main Campus in Nakawa.



MUBS Principal, Prof. Moses Muhwezi, addresses staff on the importance of ensuring that staff appraisals are objective, evidence-based and fair

The system is designed to strengthen staff performance management by linking individual responsibilities and targets to institutional priorities. It will help supervisors track progress, document evidence and follow up on agreed tasks.

Speaking during the training, MUBS Principal Prof. Moses Muhwezi urged supervisors to make staff appraisal objective, fair and evidence-based.
He called for assessments to be based on verifiable records rather than personal opinion, noting that regular supervision and feedback are essential for improving staff performance. "Our goal is to ensure that staff performance is assessed fairly, consistently and on the basis of evidence, rather than opinion."

To support this approach, MUBS Deputy Principal Assoc. Prof. Rachel Mindra Katoroogo said the system would be supported by harmonised job descriptions to clarify staff responsibilities and establish consistent performance expectations across the institution.

Chief Human Resource Officer Ms. Christine Nanyombi Mubiru urged supervisors to set clear expectations, follow up on assigned responsibilities and hold staff accountable for agreed results.

Presenting the M&E System, Dr. Hudah Namirembe, Manager of Strategy and Projects, and Dr. Shakirah Naggujja, Manager of the E-Learning Centre, outlined how digital tools will support staff performance monitoring and reporting. They noted that the system will link staff performance to MUBS strategic priorities and provide information to support evidence-based decision-making.

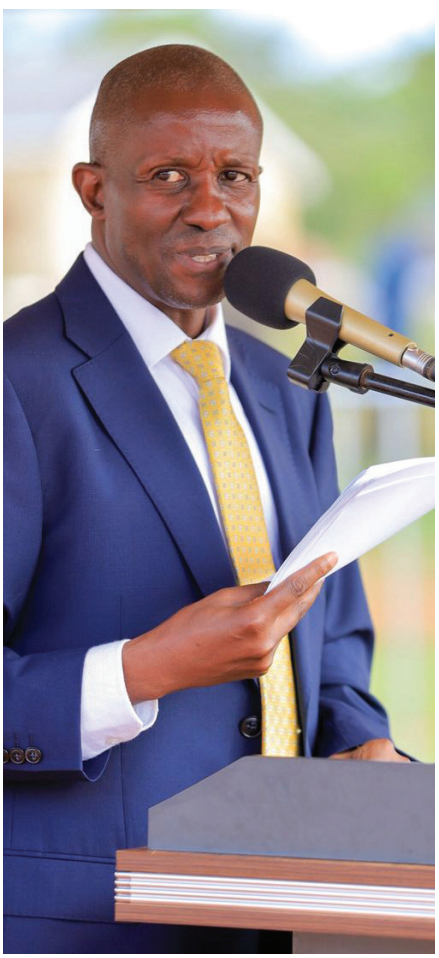
The practical application of the system was demonstrated by Mr. Samuel Ssendi, a lecturer in the Faculty of Computing and Informatics, who presented the action tracker. The tool enables users to record decisions, assign responsibilities and monitor progress through notifications and reports, creating a clear record for follow-up.

The M&E System is expected to bring greater consistency and transparency to staff performance management at MUBS. By providing a common approach to setting expectations, monitoring results and reviewing evidence, it will support fairer appraisal and better-informed decisions on staff development and institutional performance.



Chief Human Resource Directorate Ms. Christine Nanyombi- Mubiru, briefs staff on the new Monitoring and Evaluation (M&E) System

From Shoeless at Ntare School to Boardroom: Prof. Muhwezi Inspires Students at Graduate Christian Fellowship



MUBS Principal Prof. Moses Muhwezi,

In a deeply moving session that brought both silence and tears of hope to the audience, the Principal of Makerere University Business School (MUBS), Prof. Moses Muhwezi, opened up about his humble beginnings to challenge MUBS final-year students to remain patient and persistent.

Speaking at the two-day conference organized by the MUBS St. James Chapel Graduate Christian Fellowship on October 10,2026, Prof. Muhwezi addressed the theme, "Can You Be Successful and Remain a Deep-Rooted Christian?"

He captivated the congregation by contrasting the reality of his current high-ranking office with the extreme poverty of his youth, detailing his journey as a student who reported to the prestigious Ntare School with no shoes and from a home where even a bicycle never existed.

Instead of relying on a theoretical lecture, the Principal turned his life into a living sermon. He reminded the youth that his path to becoming only the second substantive Principal in the 28-year history of MUBS was not paved with entitlement, but with patience and a fierce commitment to Christian values.

"I shared my life experiences to inspire the youth to remain patient, persistent, and grounded in their faith as they pursue success," Prof. Muhwezi noted. He explained that walking through the gates of Ntare School barefoot could have shattered his self-esteem, but it instead fueled a hunger for God and a determination to excel cleanly.

The Principal took a firm stand against the modern corporate pressure to cut corners. He noted that the marketplace often tempts young graduates to separate their professional ambition from their spiritual values. "You do not need to leave your values at the office door to climb the ladder," he told the quiet congregation.

Reflecting on his academic and professional journey, from serving as a Research Assistant to obtaining a PhD in Public Procurement and eventually becoming MUBS Principal, Prof. Muhwezi illustrated how faith in God and persistence can shape a successful career.

He urged the finalists to remain grounded in their values, trust God and resist the pressure to achieve success overnight as they begin their professional lives.

The Principal's openness about his humble beginnings left a lasting impression on the congregation, particularly finalists preparing to enter an increasingly competitive job market.

His account of arriving at Ntare School barefoot and rising to become a university leader reminded the students that humble beginnings do not determine one's future.

It encouraged them to approach their own career journeys with confidence, faith in God and commitment to their values.

The conference provided a platform for final-year students to reflect on the challenges of transitioning into professional life. Through his personal testimony, Prof. Muhwezi reinforced the message that professional success should go hand in hand with strong values and an unwavering faith in God.



News highlights



Director MUBS-ICT Centre, Mr. Charles Olupot, MUBS Principal, Prof. Moses Muhwezi, and MUST Vice Chancellor, Prof. Pauline Byakika, during her courtesy visit to MUBS Main Campus in Nakawa

MUBS, MUST Explore Opportunities to Strengthen Institutional Ties : Makerere University Business School (MUBS) and Mbarara University of Science and Technology (MUST) are exploring opportunities for closer institutional collaboration to advance higher education.

The discussions took place on October 14, 2026, when MUST Vice Chancellor, Prof. Pauline Byakika, paid a courtesy visit to MUBS Principal, Prof. Moses Muhwezi. The meeting provided an opportunity for the two university leaders to discuss areas of mutual interest and potential avenues for cooperation between the institutions.



On September 27, the Makerere University Business School (MUBS) community, led by Deputy Vice Chairperson MUBS Council Mr. James Mwesigye and the Principal Prof. Moses Muhwezi, joined Makerere University for the annual MakerereRun, held under the theme "Run the Hills for the Future."

The participation underscored MUBS' commitment to promoting inclusivity and supporting initiatives that advance equitable access to quality education for students with disabilities. The run provided an opportunity to rally support for a more inclusive education system in which every learner has the opportunity to thrive.

News highlights



Makerere University Business School (MUBS) congratulates Dr. Barbara N. Kayondo, Lecturer in the Department of Information Systems, on securing an Inter-University Council for East Africa (IUCEA) grant for her research proposal titled "Strengthening University–Industry Collaboration through an AI-Enabled Digital Collaboration Platform." This achievement highlights MUBS' commitment to advancing innovative research, strengthening University–Industry partnerships, and leveraging artificial intelligence to drive impactful solutions. MUBS is proud of your contribution to research excellence, innovation, and meaningful collaboration.



Under the theme "Know Your Status, Live Positively," MUBS Bachelor of Business Administration (BBA) Year Three students launched an HIV/AIDS awareness campaign at Nakawa Market on October 8, 2028, in the community surrounding the university.

The campaign promotes HIV testing, prevention and treatment while addressing stigma and discrimination against people living with HIV. It reflects the students' commitment to social responsibility and building a healthier, more inclusive community.



On October 16, 2026, MUBS Principal Prof. Moses Muhwezi, accompanied by Deputy Principal Assoc. Prof. Rachel Mindra Katoroogo, Lecturers and student mentors, visited the Students' Friday Market at MUBS main Campus, Nakawa, a platform that enables students to turn entrepreneurial ideas into viable business ventures.

The visit highlighted MUBS' commitment to experiential learning, innovation and entrepreneurship, empowering students to develop practical business skills, grow their enterprises and create employment opportunities for



Ag. School Librarian, Mr. David Ochari, and Assoc. Prof. Gideon Nkurunziza, Dean, Faculty of Vocational and Distance Education, pose for a group photo with staff during MUBS Library Week

MUBS Library Week Highlights the Science and Future of Libraries

The MUBS Library is equipping the School community with access to knowledge and the skills to use information effectively, strengthening its contribution to teaching, learning and research.

This was highlighted during the three-day MUBS Library Week, held under the theme "Inspiring a Culture of Reading and Lifelong Learning."

The event brought together students, staff and members of the MUBS community to explore library services, digital resources and initiatives aimed at promoting greater engagement with academic information.



Ag. School Librarian, Mr. David Ochari, addresses participants during MUBS Library Week, sharing insights and highlighting the importance of library resources and services in supporting teaching, learning, and research

The importance of reading and continuous learning was emphasised by Assoc. Prof. Gideon Nkurunziza, Dean, Faculty of Vocational and Distance Education. He noted that reading develops critical thinking, creativity and informed decision-making, while lifelong learning enables individuals to acquire knowledge and adapt to emerging challenges and opportunities beyond the classroom.

Staff also explored how libraries organise and make information accessible. The Dewey Decimal Classification System, developed by American librarian Melvil Dewey in 1873, was highlighted as one of the systems used to organise books into ten major classes, numbered from 000 to 900, making it easier for users to locate information.

The Library's use of traditional classification systems alongside digital resources reflects the changing ways in which academic information is accessed and shared.

This digital dimension was further explored in a presentation by Joel Kitandwe, Library Assistant, who introduced MUBSIR, the Library's online platform for accessing MUBS research and publications.

The platform extends access to the School's academic output beyond the physical library, providing students and researchers with another avenue for finding relevant scholarly information.

Beyond providing access to resources, the modern library also plays an important role in helping users identify credible sources, evaluate information and apply it effectively. Mr. David Ochari, Acting School Librarian, emphasised the need for students and staff to actively engage with both physical and digital library resources to build a stronger reading culture.

The Library Week reinforced the importance of the MUBS Library as a centre for knowledge access, research support and the development of information-literacy skills.

It also highlighted the shared responsibility of students and staff in making reading and continuous learning part of their academic, personal and professional development.



Staff and students attend the MUBS Library Week activities at the MUBS Main Campus, Nakawa, engaging in sessions focused on reading, digital academic resources, research and lifelong learning.

Mbale Campus Joins Stakeholders to Promote Sustainable Education in Elgon Region



Participants from across the education and financial sectors pose for a group photo during the Stanbic Business Forum held in Mbale under the theme, "The Extra Mile: Building Schools for a Sustainable Future

"Strong partnerships between academia, industry and education stakeholders are essential to developing practical solutions that build sustainable and resilient institutions for the future."

MUBS Mbale Regional Campus joined education leaders and financial-sector stakeholders at the launch of the Stanbic Business Forum in Mbale on 6 October 2026, contributing an academic perspective to discussions on building sustainable and resilient learning institutions.

The engagement provided an opportunity to share knowledge on financial management, strategic leadership and institutional development while strengthening links between academia, industry and the education sector. The forum brought together education leaders and partners from the Elgon Region to explore how stronger collaboration between the education and financial sectors can support sustainable Schools.

Mbale Campus used the engagement to strengthen links between academia and industry while exposing students and academics to practical financial and management challenges in the education sector.



Finance students participate in a Career Guidance seminar aimed at equipping them with insights and practical skills to navigate the competitive job market and prepare for future career opportunities

Deputy Principal Urges Finance Students to Look Beyond Academic Qualifications



Deputy Principal, Assoc. Prof. Rachel Mindra Katoroogo

The Deputy Principal of Makerere University Business School (MUBS), Assoc. Prof. Rachel Mindra Katoroogo, has challenged finance students to use their financial knowledge to address economic challenges, create business opportunities and contribute to national development, rather than rely solely on formal employment.

Speaking at the Finance Career Guidance Conference organised by the Makerere University Finance Students Association (MUFISA) at the MUBS Main Campus in Nakawa on October 21, 2026. She observed that the formal job market cannot absorb every graduate and urged students to identify gaps in the economy where their expertise could make a difference.

Assoc. Prof. Mindra pointed to the financial management challenges facing small businesses, the difficulty farmers face in accessing affordable loans and the need for young entrepreneurs to strengthen their business management skills.

She added that cooperatives also need financial professionals to improve governance, manage risks and adopt digital systems. She encouraged students to see these challenges as opportunities to offer financial



Mr. Peter Mboowa, Director of Treasury at Absa Bank Uganda



Dr. Rebecca Kiconco, Deputy Dean Faculty of Commerce

services, develop enterprises and provide practical solutions.

To take advantage of such opportunities, Assoc. Prof. Mindra urged students to develop practical skills, critical thinking and innovation.

She emphasised that academic qualifications alone are not enough, encouraging them to demonstrate professionalism, take initiative, embrace continuous learning and build meaningful professional relationships to advance their careers and contribute to society.

Mr. Peter Mboowa, Director of Treasury at Absa Bank, reinforced the importance of combining academic knowledge with a positive attitude and professionalism. He noted that while academic performance may earn graduates a place on the shortlist, their attitude and ability to build meaningful workplace relationships can distinguish them and open up career opportunities.

Dr. Rebecca Kiconco, Deputy Dean Faculty of Commerce urged students to complement technical skills with professionalism, strong values and personal growth by seeking mentors, embracing curiosity, participating in innovation and volunteering to gain practical experience and unlock new opportunities.

Similarly, Dr. Eva Mpaata, Acting Head of the Department of Finance, urged students to look beyond academic qualifications by gaining practical experience, building professional networks, upholding integrity, and embracing emerging technologies such as artificial intelligence to remain competitive in the evolving finance industry.

The seminar emphasised that success in finance requires more than academic qualifications, highlighting the importance of practical skills, integrity, professional networks and adaptability to evolving industry demands.

Focal Persons Trained to Strengthen Examination Support for Students with Disabilities

Makerere University Business School (MUBS) has trained focal persons to strengthen the coordination of examination accommodations for students with disabilities.

The training was held on September 4, 2026, at the MUBS Main Campus, Nakawa. Organised by the Disability Resource and Learning Centre, it aimed to strengthen inclusive examination practices and ensure that students with disabilities receive the support they need.

Staff involved in supporting students with disabilities explored examination procedures, coordination and service delivery, with emphasis on improving how examination support is planned and provided.

Emphasising the importance of shared responsibility, Deputy Principal Prof. Rachel Mindra Katoroogo urged staff to support students with disabilities through early planning and the removal of barriers that could affect their academic performance. She stressed that no student should be disadvantaged because of a disability.

This responsibility is coordinated through focal persons, who, according to the Director of the Disability Resource and Learning Centre Ms. Gorreti Byomire, play a key role in linking students with relevant University offices and ensuring that necessary examination arrangements are made in time.

The session also clarified the practical role of focal persons in coordinating examination support. Mr. Robert Tuhamire from the Registrar's Office and Mr. Edgar Mutekyereza from FGSR emphasized this responsibility during the session..



Deputy Principal, Assoc. Prof. Rachel Mindra Katoroogo, and Director, Disability Resource and Learning Centre, Ms. Gorreti Byomire, pose for a group photo with focal persons following their training on supporting students with disabilities during examinations.

Jinja Campus Welcomes Freshers at the 2026/2027 Freshers' Ball

MUBS Jinja Regional Campus, hosted its annual Freshers' Ball in a colourful celebration to officially welcome first-year students for the 2026/2027 academic year.

The event was graced by the MUBS Principal, Prof. Moses Muhwezi, who served as the chief guest, alongside the Jinja Campus Chief, Assoc. Prof. Noah Mwelu, and other university leaders.

In his address, Prof. Muhwezi welcomed the freshers to the MUBS fraternity and urged them to approach university life with discipline, adequate preparation, and a commitment to lifelong learning. He encouraged students to look beyond academic qualifications by developing practical skills, upholding strong personal values, and embracing innovation and entrepreneurship to prepare for life beyond university and contribute meaningfully to society.

Building on the Principal's message, the Jinja Campus Chief, Assoc. Prof. Noah Mwelu, thanked Prof. Muhwezi for his continued support of the campus. He reaffirmed the campus's commitment to delivering quality education and promoting student welfare, assuring parents and students of its dedication to providing a supportive learning environment.

Collectively, various speakers emphasised the importance of academic commitment, personal discipline, continuous learning, and active participation in university life. The Head of the Department of Accounting and Finance, Dr. Moses Kisubi encouraged students to pursue knowledge beyond the classroom, while Dr. Joshua Gukiina, Head of the Department of Marketing and Management, urged them to remain focused on their academic goals and manage their time effectively.

The Dean of Students, Mr. Norman Batwawula, highlighted the importance of collaboration and responsive leadership in promoting student welfare, while the MUBS Jinja Campus Prime Minister, Rt. Hon. Fred Mark Mayoka, encouraged freshers to participate actively in campus activities and uphold the values of MUBS.



MUBS Principal, Prof. Moses Muhwezi, and Jinja Regional Campus Chief, Assoc. Prof. Noah Mwelu, join students and staff of Jinja Campus in cutting a cake during the 2026/2027 Freshers' Ball.

Jinja Campus Equips Students Ahead of Sports Gala and Corporate Games

MUBS Jinja Campus has received new sports equipment to give students better opportunities to train, participate in sporting activities and prepare for upcoming competitions.

The equipment was handed over on September 23, 2026, by the Campus Sports Tutor, Mr. Abdul-noor Kawoya, to the Campus Chief, Assoc. Prof. Noah Mwelu, at the campus premises.

Speaking during the handover, Kawoya highlighted the role of sports in student life, noting that the new equipment would support training, improve sporting performance and encourage more students to take part in various activities.

Receiving the equipment, Assoc. Prof. Mwelu expressed appreciation to MUBS management and the Principal, Prof. Moses Muhwezi, for their continued efforts to provide students with opportunities to pursue their sporting interests alongside their academic programmes.

He noted that sports are an important part of university life, helping students develop teamwork, discipline and leadership skills while maintaining physical fitness and wellbeing.

Assoc. Prof. Mwelu assured the campus community that the equipment would be properly maintained and made available for students to use.

The new supplies come as students prepare for the upcoming sports gala and corporate games, where they will have opportunities to put their training into practice, compete and showcase their abilities.

Meanwhile, Rt. Hon. Fred Mark Mayoka, Prime Minister of MUBS Jinja Campus, welcomed the development, saying the equipment would encourage students to participate more actively in sports while pursuing their studies.

The handover underscores MUBS Jinja Campus' commitment to nurturing well-rounded students by supporting talent development and extracurricular activities alongside academic work.



Assoc. Prof. Mwelu displays the newly acquired sports equipment at MUBS Jinja Campus ahead of the Sports Gala and Corporate Games

MUBS Library Promotes Reading Culture and Independent Learning



Manager in charge of Student Relations, Dr. Martha Abeja Ekure (in red), poss for a group photo with International Business and Trade students who emerged winners of the MUBS Library Week Reading Competition

Makerere University Business School (MUBS) Library is promoting a culture of reading and independent learning by engaging students in academic activities that strengthen their ability to acquire, evaluate and apply knowledge.

The initiative was highlighted during the MUBS Library Week 2026, which began on September 28, 2026 under the theme "Inspiring a Culture of Reading and Lifelong Learning." A key activity was the Library Week Reading Competition, in which students from the Department of International Business and Trade emerged winners, earning cash prizes for their outstanding performance.

The competition provided students with an opportunity to engage with reading materials, test their understanding and demonstrate the value of learning beyond classroom instruction. It also encouraged knowledge sharing and active participation in academic activities.

Beyond the competition, students engaged with library services, digital academic resources and other initiatives supporting teaching, learning and research. These activities introduced them to the range of resources available to support their studies and independent learning.

The Library also plays an important role in helping students identify reliable information, assess its credibility and use it effectively in their academic work. These information-literacy skills are essential in an increasingly digital learning environment where students encounter information from multiple sources.

Through Library Week, MUBS continues to encourage students to make reading, independent learning and effective use of information part of their academic development and lifelong learning.

Beyond Middle-Income Status: Turning Growth into Shared Prosperity



Nalwoga Leaticia
Master of Business Administration (MBA) Student Makerere
University Business School (MUBS)

Uganda's attainment of lower-middle-income status is an important national milestone, but it should not be viewed as the destination. The real measure of economic progress is whether growth translates into better incomes, decent employment, improved access to essential services and a higher quality of life for ordinary Ugandans.

In the 2022 State of the Nation Address, Uganda was reported to have crossed the World Bank's lower-middle-income threshold of US$1,086 in Gross National Income (GNI) per capita. The milestone reflected years of economic reforms, infrastructure investments and national programmes such as the Industrial Parks Development Programme, the Parish Development Model and Emyooga.

However, the achievement presents a more complex picture. While government figures placed Uganda's GNI per capita for 2021/22 above the World Bank threshold, World Bank records put it at US$840, about 23 percent lower than the national estimate. Meanwhile, about 20.3 percent of Ugandans still live below the poverty line, and youth unemployment remains above 13 percent. These figures show that economic growth and national income statistics do not necessarily translate into improved livelihoods for all citizens. The challenge now is to ensure that economic growth delivers tangible benefits to more Ugandans. This calls for stronger implementation of programmes under the ongoing National Development Plan IV (2025/26–2030/31), particularly those focused on agro-industrialisation, enterprise growth and employment creation. These interventions should help raise household incomes, expand decent employment opportunities and enable more Ugandans to participate in and benefit from economic growth.

Continued investment in education, healthcare, transport, energy and digital infrastructure will also be essential. At the same time, institutional efficiency, transparency and accountability must be strengthened to ensure that public programmes and services are effective and equitable.

Uganda's middle-income achievement should therefore be viewed as a foundation for greater progress, not an end in itself. Middle-income status is a milestone, not the destination; Uganda's real success will be measured by how much economic progress improves the lives of its people.



MUBS OUT-REACH CENTRES

The MUBS Leadership Centre

- The centre conducts research on leadership and governance,
- Organizes and conducts trainings, seminars and conferences
- And mentors young people into leadership

The MUBS Knowledge for Development Centre (K4D Centre)

- Knowledge management and development center promotes knowledge sharing and management in Uganda.
- It offer training programs, research, and conferences focused on knowledge management, knowledge-based development, and knowledge sciences.

The MUBS ICT Centre

- focusing on Professional Training, Research and Consultancy in the areas of ICTs.
- The Centre conducts its programmes with a view of exploring how and what Technologies in Uganda and other developing countries may adopt as a catalyst for positive change

The MUBS Entrepreneurship,Innovation and Incubation Centre

- MUBS-EIICs a source of innovations.
- It exists to develop entrepreneurship along a variety of fronts through training, research, provision and dissemination of information.

The MUBS Economic Forum (MEF)

- The MEF provides leadership in provision of knowledge and information for capacity building and effective integration of Economics in decision making and practice.
- It improve welfare of citizens and households as well as socioeconomic transformation in Uganda, the region and beyond

The MUBS Disability Resource and Learning Centre

- Dedicated to promoting disability inclusion, supporting students with disabilities through resources, awareness, scholarships, and facilitating accessibility within the university community, often organizing events, workshops, and advocacy efforts for inclusivity