



The

# MUBS

## NEWS LETTER

April Issue -2017

### Minister Lauds MUBS on Innovation



#### NEWS Highlights



**MUBS 5th Council sensitized on Board Governance**



**Faculty celebrates achievements**

22<sup>nd</sup> ANNUAL INTERNATIONAL MANAGEMENT CONFERENCE (AIMC)

#### **MUBS Vision:**

The Bench mark for Business and Management Education, Research and Training in the Region.

#### **MUBS Mission:**

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

#### **MUBS Core Values**

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

Published by:

The Publications Unit- Makerere University Business School available on [www.mubs.ac.ug](http://www.mubs.ac.ug)



# MAKERERE UNIVERSITY

## MUBS MAIN CAMPUS

Day	Programme	(Tuition Fees per Semester in UGX)	Duration
(i)	COM BACHELOR OF COMMERCE	1,120,000 \$679	3 Years
(ii)	BBD BACHELOR OF BUSINESS ADMINISTRATION	1,150,000 \$679	3 Years
(iii)	BHM BACHELOR OF HUMAN RESOURCE MANAGEMENT	1,085,000 \$679	3 Years
(iv)	BIB BACHELOR OF INTERNATIONAL BUSINESS	1,085,000 \$679	3 Years
(v)	BLH BACHELOR OF LEISURE AND HOSPITALITY MANAGEMENT	1,046,250 \$679	3 Years
(vi)	BBC BACHELOR OF BUSINESS COMPUTING	1,150,000 \$722.4	3 Years
(vii)	PSM BACHELOR OF PROCUREMENT AND SUPPLY CHAIN MGT	1,085,000 \$679	3 Years
(viii)	BRM BACHELOR OF REAL ESTATE BUSINESS MANAGEMENT	1,080,000 \$700	3 Years
(ix)	BLG BACHELOR OF LEADERSHIP AND GOVERNANCE	1,080,000 \$700	3 Years
(x)	BEC BACHELOR OF ARTS IN ECONOMICS	1,046,250 \$679	3 Years
(xi)	BSF BACHELOR OF SCIENCE IN FINANCE	1,080,000 \$700	3 Years
(xii)	BSA BACHELOR OF SCIENCE IN ACCOUNTING	1,046,250 \$679	3 Years
(xiii)	BTT BACHELOR OF TRAVEL AND TOURISM MANAGEMENT	1,046,250 \$808	3 Years
(xiv)	BES BACHELOR OF ENTREPRENEURSHIP AND SMALL BUSINESS MGT	1,046,250 \$679	3 Years
(xv)	BUS BACHELOR OF BUSINESS STATISTICS	1,046,250 \$679	3 Years
(xvi)	BIM BACHELOR OF OFFICE & INFORMATION MANAGEMENT	1,150,000 \$679	3 Years
<b>(b) Evening Programmes</b>			
(i)	COB BACHELOR OF COMMERCE	1,120,000 \$679	3 Years
(ii)	BBA BACHELOR OF BUSINESS ADMINISTRATION	1,150,000 \$679	3 Years
(iii)	BHE BACHELOR OF HUMAN RESOURCE MANAGEMENT	1,085,000 \$679	3 Years
(iv)	BTB BACHELOR OF INTERNATIONAL BUSINESS	1,085,000 \$679	3 Years
(v)	BBE BACHELOR OF BUSINESS COMPUTING	1,150,000 \$122.4	3 Years
(vi)	PSC BACHELOR OF PROCUREMENT AND SUPPLY CHAIN MGT	1,085,000 \$679	3 Years
(vii)	BME BACHELOR OF SCIENCE IN MARKETING	1,046,250 \$679	3 Years
(viii)	TLM BACHELOR OF TRANSPORT AND LOGISTICS MANAGEMENT	1,080,000 \$700	3 Years
(ix)	ACC BACHELOR OF SCIENCE IN ACCOUNTING	1,046,250 \$679	3 Years

# BUSINESS SCHOOL

## UP-COUNTRY CAMPUSES (MUBS)

Day	Programme	(Tuition Fees per Semester in UGX)	Duration
-----	-----------	------------------------------------	----------

### ARUA

#### Evening Programmes

(i)	BSU BACHELOR OF BUSINESS ADMINISTRATION	775,000 \$485	3 Years
(ii)	PSU BACHELOR OF PROCUREMENT & SUPPLY CHAIN MANAGEMENT	775,000 \$485	3 Years
(iii)	EEA BACHELOR OF ENTREPRENEURSHIP AND SMALL BUSINESS MGT	1,046,250 \$679	3 Years

### JINJA

#### (a) Day Programmes

(i)	HSJ BACHELOR OF HUMAN RESOURCE MANAGEMENT	770,000 \$485	3 Years
(ii)	CRJ BACHELOR OF PROCUREMENT & SUPPLY CHAIN MANAGEMENT	770,000 \$485	3 Years
(iii)	BRC BACHELOR OF CATERING AND HOTEL MANAGEMENT	1,190,000 \$809.2	3 Years
(iv)	BRJ BACHELOR OF BUSINESS ADMINISTRATION	770,000 \$485	3 Years
(v)	BJO BACHELOR OF COMMERCE	770,000 \$485	3 Years
(vi)	BEJ BACHELOR OF ENTREPRENEURSHIP AND SMALL BUSINESS MGT	1,046,250 \$679	3 Years
(vii)	BBJ BACHELOR OF BUSINESS COMPUTING	1,155,000 \$722.4	3 Years

#### (b) Evening Programmes

(i)	HSO BACHELOR OF HUMAN RESOURCE MANAGEMENT	770,000 \$485	3 Years
(ii)	BRO BACHELOR OF BUSINESS ADMINISTRATION	770,000 \$485	3 Years
(iii)	CRO BACHELOR OF PROCUREMENT & SUPPLY CHAIN MANAGEMENT	770,000 \$485	3 Years
(iv)	BJJ BACHELOR OF COMMERCE	770,000 \$485	3 Years
(v)	JBB BACHELOR OF ENTREPRENEURSHIP AND SMALL BUSINESS MGT	1,046,250 \$679	3 Years
(vi)	BJB BACHELOR OF BUSINESS COMPUTING	1,155,000 \$722.4	3 Years

### MBARARA

#### (a) Day Programmes Study EA & S. SUDAN

(i)	HNM BACHELOR OF HUMAN RESOURCE MANAGEMENT	770,000 \$485	3 Years
(ii)	CMM BACHELOR OF COMMERCE	770,000 \$485	3 Years
(iii)	PMM BACHELOR OF PROCUREMENT & SUPPLY CHAIN MANAGEMENT	770,000 \$485	3 Years
(iv)	BMM BACHELOR OF BUSINESS ADMINISTRATION	770,000 \$485	3 Years
(v)	BMA BACHELOR OF SCIENCE IN ACCOUNTING	1,046,250 \$679	3 Years
(vi)	MTM BACHELOR OF TRAVEL AND TOURISM MANAGEMENT	1,046,250 \$808	3 Years

#### (b) Evening Programmes

(i)	BNM BACHELOR OF BUSINESS ADMINISTRATION	770,000 \$485	3 Years
-----	---	---------------	---------

For More Information, Contact:  
OFFICE OF THE SCHOOL REGISTRAR  
Telephone contact 0414338140 email: registrar@mubs.ac.ug

# Ever been shouted at by a boss?



**Erina Najjingo**  
Editor

Yelling in the workplace is unprofessional, regardless of who you are or what position you hold. Recently a speaker at one of the meetings I attended asked us to share our experiences of how each of us would react if yelled at by our superiors.

It turned out that majority of the members in attendance were victims. Then a couple of questions lingered on my mind; what would happen if I fell victim, I wondered!. Would I respond immediately, Would I just ignore it and pretend it never happened? Would I pack up my bags and go home? Would I end my career?

Being yelled at makes you dread starting another business day knowing you are going to be working with someone whose emotional intelligence is in check. Yelling demotivates, expresses lack of respect, poor interpersonal skills and creates distress.

Never, under any circumstances, shout back at your superior. Simply apologies. Whilst in the meeting, one of the members shared their experiences how once their boss shouted at them. She remained calm and mostly composed. This is golden, because silence is golden. You can not just shout back, when you stay calm, it does not get personal, you repel the stress and disagreement which would have been the case if you yell back.

Do not give your angry boss a reason to be more angry. Whereas a good turn deserves another, a bad turn does not deserve another, but rather a good one. A gentle answer turns away wrath, but a harsh word stirs up anger.

## INSIDE

<b>6</b> 4 <sup>th</sup> Council Achievements
<b>7</b> Minister challenges students to be innovative
<b>9</b> Dr. Kasekende to Champion Faculty Research
<b>12</b> Mbarara Campus
<b>14</b> News Briefs
<b>15</b> Teachers are key in developing students' career: Prof. Ngoma
<b>16</b> Pictorial
<b>17</b> Guild Elections Kick off at MUBS
<b>18</b> MUBS Graduate crowned Miss MADI
<b>19</b> MUBS Out Reach centres



### Editorial Team

Erina Najjingo	<i>Publications Unit</i>
Gordon Ananura	<i>School Secretary's Office</i>
Charlotte Nyangoma	<i>Human Resource Office</i>
Judith Adoch	<i>Intern Public Relations Office</i>
Mary Magdalene Nyaburu	<i>Public Relations Office</i>
Dorothy Namara	<i>Principal's Office</i>

### Article Contributors

Willy Okello	<i>Publications Unit</i>
Erina Najjingo	<i>Publications Unit</i>
Gwaivu Azedi	<i>Jinja Campus</i>
Daiz Kadugara	<i>Mbarara Campus</i>
Assoc. Prof. Laura Orobia	<i>Mbarara Campus</i>

### Design/ layout

*Erina Najjingo*



# MUBS 5th Council sensitized on Board Governance

*Mr. Leo Kibirango, Former Governor Bank of Uganda*

On April 6, 2017, the School Secretary's Office organized a three day retreat at Ci-sand Hotel in Jinja for the 5<sup>th</sup> Council members. The retreat intended to enable the new Council members to appreciate where the School was; where it wants to go; and how to get there. It was facilitated by the Former Governor, Bank of Uganda and Corporate Governance guru, Mr. Leo Kibirango.

Prof Venansius Baryamureeba bounced back as Chairman MUBS 5<sup>th</sup> Council. He provided leadership to the 4<sup>th</sup> Council whose team of office expired at end of September 2016. The 5<sup>th</sup> MUBS Council was reconstituted bringing new faces on board.

The retreat addressed several topics; key among these included; Corporate Governance, Leadership challenges of Boards/Councils and Principles of Strategic Planning.

The retreat is part of the School's Strategy for capacity building for its members and this retreat paved way for the new MUBS Strategic Plan 2017/2020.

Mr. Kibirango one of the country's leading experts in corporate governance, challenged the new Council about the need for corporate governance worldwide. He noted the trends in corporate governance and mentioned some of the leading corporate governance practices.

As Chairman of the outgoing Council, Prof. Barya as he is fondly referred to by the MUBS community was pleased to report that through working closely with Government, School Management and other stakeholders, MUBS was now firmly established as a premier institution of higher learning in Business and Management Education in the country and beyond.

He noted that MUBS has built a reputation not only for its leadership and commitment in creating critical thinkers who have shaped the national agenda for Higher Education in the country, but also its focus on producing high caliber graduates.



*Prof. Venansius Baryamureeba Chairman MUBS 5<sup>th</sup> Council*

## Government should Take over the entire MUBS wage bill



The Chairperson of the Finance, Planning and General Purpose Committee of the outgoing MUBS Council asked the new Council to lobby Government to fully take over the entire wage bill of the institution.

Dr. Tom O. Okurut said this will relieve the internally generated funds to cater for critical research and infrastructure projects at the School. In his report he further recommended that the 5<sup>th</sup> Council lobbies Government

to increase MUBS funding. This would help bridge the staffing gap, improve staff welfare and also put in place the required infrastructure to support the academic life of the students.

He also advised the new Council to lobby Government to re-instate the requirement of 10% which the School lost in the Academic Year 2014/2015 when Governmental suspended the mentioned incriminate as it did for Makerere University.

## Election of Deans and Heads of Departments

In accordance with the Universities and Other Tertiary Institutions Act, the outgoing Council registered the election of Academic leaders at the positions of Dean of Faculty and Heads of Department as a major achievement.

## CEMAS Implementation

Students' admission, registration and fees allocation process have greatly improved with the implementation of the Computerised Education Management and Accounting Systems (CEMAS).

## Academic programmes

Academic programmes were reviewed in a bid to respond to market needs and emphasis was put on vocationalisation of MUBS programmes in line with Government policy. Further more, on recommendation of the Academic Board, Council approved the new programmes.



## Students' Welfare

A number of students' scholarship schemes in the last four (4) years were introduced. These include; the MUBS first class sponsorship scheme and the MUBS-FAWE scholarships. The Forum for African Women Education (FAWE) scholarships aimed at supporting the girl-child education.

## School Policies

The following policies were reviewed, approved and operationalised and these include; the Staff Development Policy, communications and Corporate Social Responsibility policies, the students' welfare and Disciplinary Handbook, the students' Guild Constitution and the students' death response policy.

## Meritorious Awards

The Deputy Principal Assoc. Prof. Moses Muhwezi and the Head Of Department Assoc. Prof. Stephen Nkundabanyanga were among the individuals recognized under the MUBS Meritorious Awards for their outstanding contribution to the School. The Awards Scheme was established to recognize and reward excellence across the entire spectrum of MUBS establishment and operations.



## Talents at MUBS Hospitality week 2017

was packaged with pre-event activities which included; a charity walk in the village of Bubirabi in Mbale district, distribution of food items and sanitary pads to school-going children in the same district, a football match between Uganda Premier League side Onduparaka Football Club and MUBS.

Attended by students, members of Management and a few selected entertainers, the 2017 Hospitality day did not only serve to entertain but inspire as well.

Renowned Actor Mr. Sam Bagenda commonly known as Dr. Bbosa and Pastor Kamese were among the guest speakers. Their inspirational speeches and real-life experiences made it easy for one to concentrate reflect on their goals.

Balaam Barugahara, Uganda's Events and Promotions guru, scooped the best Events Promotion Company Award, while B2C walked home with the best Upcoming Artists Award, NBS' after 5 program won the best Entertainment TV show, while the Queen of Katwe scooped the best National Filming Award.

In return, Balaam offered a bull to the Leisure and Hospitality class

Annually the Department of Leisure and Hospitality in the Faculty of Marketing and International Business organizes the Hospitality week where the Leisure and Hospitality students showcase what they learn in class as part of their coursework examinations. The Hospitality week aims at forging a way forward on how MUBS can contribute towards developing the country into a middle-class economy.

The hospitality week also equips students with hands-on skills in the

arts and showbiz. Through such events, employers sometimes spot the best students and offer them jobs. This is a practical event with activities such as filming, catering and showbiz.

This year's theme was **"Hospitality for graduates' readiness for Vision 2040"**. The highly anticipated 8<sup>th</sup> Makerere University Business School (MUBS) hospitality week held on Friday 21<sup>st</sup> April is a platform for students to turn theory into practice.

This years' Hospitality week

## Minister challenges students to be innovative



Prof. Waswa Balunywa and Hon. Frank Tumwebaze at the MUBS job and career Fair

The Minister for ICT and National Guidance Hon. Frank Tumwebaze recently challenged MUBS students to be innovative and take on a leading role in offering solutions to Uganda's challenges which include unemployment and health among others.

He noted that in this era of technological advancement, Government is looking at higher institutions of learning as the drivers of innovation who will accelerate Uganda from a low income country to a middle income status.

The Minister was speaking at the MUBS Career and job Fare which was organized by the Career Guidance and Skills Development Centre in April this year at the MUBS main Campus -Nakawa

He noted that Universities have had a good record of knowledge transfer and research over the years. However, Uganda was faced with new realities like lack of jobs and therefore, university graduates are expected to respond to these new challenges.

# Principal Re-Elected To CAPA

MUBS' Prof. Waswa Balunywa was recently elected the Chairman Editorial Board of the Commonwealth Association of Technical and Polytechnic in Africa (CAPA). CAPA was recently renamed, "Commonwealth Association of Technical Universities and Polytechnic in Africa". This followed the changes that have led to the conversion of Polytechnics into Technical Universities.

His election to the Board, was a confirmation of the role MUBS has played in fostering research and publication among CAPA member Institutions, and the continued need to nurture research within the CAPA fraternity.

Upon his election, Prof. Balunywa promised to improve the quality of the scientific journal, and also to introduce non-academic publications, including a newsletter.



MUBS Prof. Waswa Balunywa(C) with other CAPA delegates at the April 2017 Cape Town CAPA Conference

The current MUBS Management found the National College of Business Studies, (NCBS) an active member of CAPA, and took over the mantle. Prof. Balunywa explained that, while MUBS was not strictly a Vocational and Technical institution, it had vocationalized Diploma programmes that made its participation in CAPA relevant.

Other Technical Institutions in Uganda unlike MUBS, do not participate in CAPA activities. MUBS attempted to mobilize them and found out that many did not have funds to participate, and were actually grossly underfunded.

## Makerere University Business School (MUBS)

ENTREPRENEURSHIP INCUBATOR AND INNOVATION HUB

# The Annual Business Plan Competition

CALL FOR UNIQUE BUSINESS IDEAS 2017

Submission Deadline by 5:00 PM

# May 30th, 2017

**Who Can Participate/Eligibility**

- The competition is open to university students right from certificate, diploma, undergraduate and graduate levels from all degree programmes
- All innovative citizens.
- Entries should consist of a unique/innovative business idea
- Individuals and groups of 3 - 5 members
- Only applicants with proper national identification will be acceptable.

**How to Apply/Register**

Step 1 - Download the application.  
Link: - at [www.entre-shipcentre.mubs.ac.ug/business\\_plan\\_competition](http://www.entre-shipcentre.mubs.ac.ug/business_plan_competition)

Step 2 - Fill it in by typing and save it or fill it by writing and scan.

Step 3 - Email the filled application form on the Centre email:- [entre-shipcentre@mubs.ac.ug](mailto:entre-shipcentre@mubs.ac.ug)

Contact Us: Tel. +256 414 338 125/6 Mobile: +256 702 323 230 or +256 772 370 007 Email: [entre-shipcentre@mubs.ac.ug](mailto:entre-shipcentre@mubs.ac.ug)





Dean Dr. Annet Nabatanzi K. Muyimba seated 4<sup>th</sup> from the right in a group photo with the faculty staff



## Publish and Publicise, or Perish

On Tuesday April, 4, 2017, the Faculty of Management and Public Policy held their fourth research seminar at the ABD Building at Nakawa MUBS main campus.

The Dean Dr. Annet Nabatanzi Muyimba briefed the staff about the importance of research in the continued growth and development of the country and also inspired them to begin their research and publication journey. Dr. Nabatanzi emphasized that research and publication was one of the main activities for academicians. She encouraged the staff to publish in recognized refereed journals as this had become a major criterion of academic success in the competitive environment of global higher education.

To support the faculty and individuals in developing research strategies and plans, she said the Faculty had set up a research committee that oversees research projects to ensure that this research is published and the research findings are presented at both national and international conferences.

At the same event, the Head of Department Leadership and Governance Dr. Isaac Kayongo emphasized capable leadership if the Faculty is to be successful in its research agenda. He said capable leadership involves; self management, leading others, task management, innovation and social responsibility.

## Dr. Kasekende to Champion Faculty Research

The Head Of Department of Business Education Dr. Francis Kasekende was recently nominated by the teaching staff in the Faculty of Management and Public Policy to coordinate their research activities.

He was nominated during the Faculty's 4<sup>th</sup> Research seminar held on April, 4 2017 at the MUBS main campus Nakawa.

The Dean, Dr. Annet Nabatanzi K. Muyimba pointed out that this Academic year 2017/2018, the Faculty was focusing more on research and publications. She emphasized that Research is not only critical to the economic and social development of society;but was also critical to the mission of the School. It is also critical for promotions of academic staff to senior positions.

## Students Recognized for Best performance



A total of 210 students were recognized by the Faculty of Management and Public Policy for excellent performance. Every year the Faculty organizes the Excellence Award Ceremony to recognize best performing students and also to motivate non performers to improve. "Interacting with excellent students is not something that comes every day, so it is my pleasure to be here this

evening", said the Deputy Principal Assoc. Prof. Moses Muhwezi while addressing the students. He applauded them for their hard work and encouraged them to keep focused in all aspects of life. He challenged the students to be first class everywhere they go. "Life expects you to be first class and the world will judge you by that", he said

# Faculty celebrates achievements



The Dean Dr. Annet Nabatanzi K. Muyimba



Dr. Jannat Kyogabirwe Bagorogoza receiving a plaque from the Deputy Principal Prof. Moses Muhwezi



Dr. Jolly Byarugaba, head human Resource Department showing off her plaque



Dr. Francis Kasekende, head, Education Department and his wife after receiving his plaque

Faculty of Management and Public Policy staff gathered on April 11, 2017 for their Annual Faculty & Staff Awards Dinner at the Sliver Springs Hotel in Bugolobi to celebrate individual successes, group achievements and outstanding contributions to the Faculty and the School.

The event included a presentation of the Faculty's Core Values and recognizing staff who had obtained PhDs. The Dean, Dr. Annet K. Nabatanzi Muyimba welcomed the staff and recognized those who had obtained PhDs and these included; the Dean, Dr. Nabatanzi, The Head Of Human Resource Department, Dr. Jolly Byarugaba, Dr. Jannat Kyogabirwe Senior Lecturer in the Department of

Human Resource and Dr. Francis Kasekende, Head Of Department of Business Education.

"The PhDs we are celebrating today took years of effort, and undoubtedly the mastery of many skills, but what sets our achievements apart from the ordinary is that these people we are celebrating today also took courage to pursue the PhD.

"This celebration is as a result of our achievement in the last five years. We celebrate the spirit of togetherness and team work", she said.

The school has been able to train staff in the Faculty to the Master's and PhD levels. So far the Faculty has eight (8) members of staff with

PhDs. Dr. Nabatanzi noted that in the next five years, the Faculty will be graduating more PhDs.

She thanked the Deputy Principal Assoc. Prof. Moses Muhwezi for attending the Faculty functions whenever he is invited and for inspiration them.

Prof. Muhwezi, appreciated the Faculty for contributing towards the MUBS Brand and encouraged them to work more exceptionally and smart this academic year. "In my evaluation the Faculty has done well in the areas of teaching, examining, marking and research. I encourage you to keep your stamina and never give up," he said.



# Makerere University Business School (MUBS)

22<sup>nd</sup> ANNUAL INTERNATIONAL MANAGEMENT CONFERENCE  
(AIMC)

**September 12-15, 2017**

## CALL FOR PAPERS

**Theme: The African Business: Environmental challenges,  
internationalization opportunities and global threats.**

**Hosted by:**

Makerere University Business School, Kampala- Uganda

**Deadline for submission of papers June 20, 2017**

**2017 Conference Chair**

*Dr. Edith M. Basalirwa*

**2017 Deputy Chair**

*Dr. Isaac Magoola*

## **2017- CONFERENCE FOCUS**

## **CONFERENCE TRACKS**

**The conference will be held under the following Tracks**

Tracks	Chair	Email
<b>1:</b> Micro Economics Policies, Public Private Partnerships & Framework for business development: Natural resources. Energy and Environment, Fair Trade, Competitiveness, law.	Dr. Nichodemus Rudaheranwa	<b><i>nru da heran wa@mubs. ac.ug</i></b>
<b>2:</b> Entrepreneurship, Business incubation and the Informal Sector: Gender, Employment, Education	Dr. Ernest Abaho	<b><i>e ab a ho@mubs. ac.ug</i></b>
<b>3:</b> Marketing, Tourism, and International Business.	Dr. Annet Nabatanzi	<b><i>an ab a tan zi@mubs. ac.ug</i></b>
<b>4:</b> Accounting, Finance, Investment and Financial Inclusion	Assoc. Prof. S. Nkundabanyanga	<b><i>sn kund ab any an ga@mubs. ac.ug</i></b>
<b>5:</b> Human Capital Development, Leadership Strategy & Governance	Assoc. Prof. Vincent Bagire	<b><i>vb a gi re@mubs. ac.ug</i></b>
<b>6:</b> Information Systems: E-business and Supply Chain Management	Dr. Joseph Bada Kizito	<b><i>bk izi to@mubs. ac.ug</i></b>

## Students' Field tour trips: Entrepreneurship Class Day Out!

By Assoc. Prof. Laura Orobia, HOD, Accounting & Finance



Mr. Diaz Kadugara in red T-shirt with the students on the study tour

As part of delivery methods at the Campus, we have engaged field tour trips to expose our students to the reality on ground. Particularly, students in the Certificate in Business Administration (CBA) Entrepreneurship class were unwrapped to a new experience – a class room out of class, on one beautiful Tuesday morning, at Rwebikoona trading centre in Mbarara town.

The purpose of the tour was to collect live stories on how the business owners in the trading center started their business, challenges faced in running their businesses and challenges faced in obtaining finances. This was to validate the lecture notes and in a way, bridge the gap between theory and practice.

The findings of the tour showed that most of the businesses were started using personal savings of as little as Shs, 50,000/-. The main challenges faced by these business owners included lack of capital

for expansion, high competition, high cost of stock, customers lack money and untrustworthy employees. On the challenges regarding access to finance, most of them cited concerns as lack of collateral, low sales volumes to pay back loans, banks did not want them because they were small borrowers and no guarantors.

The students had a wonderful time led by Mr. Diaz Kadugara, Mr. Fred Mulondo and I. Hearing from the 'horse's' mouth was much appreciated as it motivated many to try out their own. Many were encouraged that they can actually start small and grow if they were determined and resources were available as illustrated by the following excerpts:

"It made me appreciate what goes on in the business environments, like the markets, shops, stalls etc."

"I learnt a lot, actually confirming what we learn in class,...we should have more of these trips even for other courses."

"It helped me understand how to start my own business in the future."

"The butcher man's experience taught me something about business skills..."

One of the best findings was from the interaction with the longest serving butcher man. He indicated that after the deductions of all overhead costs, the take home monthly is between six hundred thousand shillings (600,000) to eight hundred thousand shillings only (800,000). Honestly, how would you have known this fact except through interviewing them.

It is not possible to bring in the business men and women to share their experiences in class due to many factors which include their busy schedule, so the best way is to take the students to them. I believe, through this direct interface with the business men/women, students can understand and appreciate entrepreneurship in its real sense.

## Banyoro / Batooro Won Mbarara Campus Cultural Gala

The Banyoro / Batooro fraternity emerged the best and overall winners of the annual MUBS Regional Campus - Mbarara Student's Cultural gala that was concluded on Wednesday April 20, 2017. These granddaughters & sons of Omukama Kabalega dominated the other three groups including the most favoured Banyankole / Bakiga, the Luo and the Baganda. The Banyoro/ Batooro's physical and skilled performance demonstratively reflected the vibrancy and variety of the Banyoro / batooro rich Culture.

The Kabalega young men & women conquered nearly all the activities of the day which included; the background of different cultures, the traditional folk songs, the traditional dance and the skit. The event that was blessed with the down pour, a sign of blessing according to Batooro culture, kicked off at 11:00 am



Banyoro/Batooro students jubilating with a goat after winning cultural gala.

## Mbarara Campus participated in Ankole Cultural Festival



Tourism minister Prof Ephraim Kamuntu (centre) at the festival

**MUBS** Regional Campus Mbarara, participated in the first ever Ankole Cultural Festival that was held at Igongo Cultural Centre, located in Biharwe, an adjacent town of Mbarara City on April 15, 2017. The festival was intended to showcase the role of cultural and indigenous knowledge in inspiring innovations for economic and social development. This cultural festival attracted many individuals,

organization & institution including MUBS whose degree of innovations have been inspired by tradition, culture and other economic activities to improve the welfare of Ugandans and to create employment.

MUBS-Mbarara Campus participated primarily as one of the leading players in the development of knowledge – based innovations and other fields

of entrepreneurial research in south western region.

President Museveni, in his speech read by Hon. Prof. Ephraim Kamuntu, the Minister of Tourism, Wild Life & Antiquities said that the viable route to Sustainable Economic Development is through promotion of cultural values, inspiring scholars, and attract investors and the youth to explore more in search of ideas, innovations and opportunities to develop the country.

Hon. Min. Kamuntu who represented His Excellency in his words, vividly affirmed that he was still part of MUBS as a staff. Prof. Kamuntu was a Lecturer at the then Faculty of Commerce that later merged with the NCBS to form MUBS. The Minister further said a person who can identify him/herself with a culture will have a sense of responsibility and the desire for self-preservation. Mr. Kadugara explained to the Hon. Minister that other than teaching & research, MUBS had ably achieved in enabling the future of countless people in this country and beyond, demonstrated that indigenous knowledge is a significant component of a country's intellectual, social, cultural and economic development.

with various exhibitions from every culture and students were seen shouting and singing songs of joy and celebrations, for example "Kabalega .... Leega' Kabalega ..... leega" meaning "oba" what!!!!!! as they were crowning and announcing various winners (outstanding performers) in each category.

The key star performers included: The overall Female & Male actors as; Kyokunda Isabella & Mpirwe Edgar respectively; whereas other star actors in each category were'

- i) Namugga Esther - Folk song,
- ii) Akello Rebecca - Traditional Dance
- iii) Kisembo Christopher - Background
- iv) Atwijuka Conelious – The Skit.

The favourite cultural group, the Banayankole / Bakiga came in the second position followed by the

Baganda and then finally the Luo Cultural group.

Banyoro/Batooro students jubilated with a goat after winning cultural gala.

In the attendance was the Regional Campus Director, Mr. Pontius Byarugaba, Deputy Director Mr. Richard Akisimire, Lecturers and Administrative staff. Mr. Byarugaba thanked the students' Guild Leadership for organizing such an event and congratulated the Banyoro/Batooro students community for the superb performance. The Director said that the major purpose for such events was to give students an opportunity to discover and grow in their respective cultures. It is very important for us to recognize and appreciate one another's culture". I am not from Bunyoro or Tooro but I almost joined these vigorous dancers on stage because I appreciated the love they put into their culture," Pontius said.

## MUBS Business Plan Competition 2017

On April 5, 2017, Makerere University Business School launched a program that seeks to enhance innovative ideas in entrepreneurship intended to make a positive impact on society. The Business Plan Competition, an annual challenge will see students compete to pitch unique business startups.

Speaking to about 200 students who participated in the orientation seminar held at the MUBS Nakawa campus Prof. Waswa Balunywa encouraged them to



embrace entrepreneurship saying it is the solution to Uganda's unemployment and poverty. "The possibilities in innovation are tremendous but it takes someone with a creative mind, to add value to the ideas we see today," Prof.

Balunywa said.

"Ugandan lacks entrepreneurs especially among the youth. Through this competition, we want to tap into the minds of young people to come up with unique ideas," he added. He challenged students to leverage on technology to transform the already existing products. "Today, a good business must have some linkage to technology in order to ease production. What we need is to be producing massively like it is done in developed countries, not relying on physical power," he said.

### Master Card partnering with MUBS to facilitate Business startups

MasterCard and Makerere University Business School are partnering to facilitate the Business startups. Through Mastercard's Innovation Express the participating students will be helped to formulate business models, analyze market challenges as well as the prototype user experience.

"We are looking for ideas that are

viable and will make an impact to the ecosystem. Winners will be determined based on business impact, technology accomplishment and creativity," said Yvonne Njeri, the Leader for Outreach and Marketing at the MasterCard Nairobi Lab, During the seminar, students exchanged ideas ranging from agribusiness, real estate, craft work, services among others.



### MUBS for Ready for the wood ball league

Botladz will play Zoe Woodball Club, Buganda Land Board, Makerere University Business School and Ndejje Corporate Woodball Club in the BLB Woodball League on April 22, 2017 at the Mayor's Gardens Entebbe

Botladz Woodball Club is the home team in all the matches and seeks to utilise the home advantage to the maximum.

Botladz played Zoe twice in the

'Pilot' Woodball League 2016; all encounters ended 2:1 in favour of Botladz. It will be the first time for Botladz to play BLB and MUBS in the league format. Botladz will commence the second round of the BLB Woodball League against Ndejje Corporate Woodball Club. Botladz won 2:1 away on competition day I. Botladz currently tops the men's points log with Zoe and Ndejje Corporate 2nd and 3rd respectively.



Makerere University Business School (MUBS) through the Faculty Of Commerce successfully designed and developed two programmes, a PhD and a Masters in Energy Economics and Governance. These programmes will start this Academic Year, 2017/2018. The programmes are supported by the

## MUBS starts new Programmes

NOHERED Project and will be co- taught with the School collaborating partners in Norway.

The Department of Accounting also designed two new course units for Master of Science in Accounting and Finance and Bachelor of Science in Accounting. The course units are Forensic Accounting and Environmental Accounting respectively.

The Faculty Of Commerce also designed short courses in Islamic Finance. The programmes were okayed by the MUBS Council and the Makerere university senate in preparation for the 2017/ 2018 Academic Year.

# Teachers are key in developing students' career:

Prof. Ngoma

"Teachers play a critical role in the career development of students. "We influence their values, attitudes and career choices. We work collaboratively with parents, community members and employers to prepare them for the multiple roles that they will have throughout their lives," said Prof. Mohammad Ngoma, the Dean Faculty of Graduate Studies and Research, while addressing students during the Annual MUBS Career and Job Fare. Prof. Ngoma noted that students spend most



of their time with the teachers as compared to their parents. Therefore, there was a big need for the teachers to assist students with decision-making and other skills necessary to plan and select from the array of options available to them. Teachers must also help remove the barriers that shorten the life chances of students and develop a culture of high expectations for learning and achievement.

"Teachers are in good position to relate what they teach to the world of work and occupational choices. In this regard, every teacher could be described as a career educator. In the first year at University, teachers should assist the students to focus on career awareness and exploration of career choice. In the third year, teachers

should be to relate the content of the curriculum to occupations, it helps students see the relationship between learning and earning.

However, most of the teachers do not mind about this important role. This is because majority teachers teach students to excel academically by looking at the number of A(s) or distinctions students are score rather than focusing on the professionalism and career development.

"As teachers we need to identify and support students' abilities, strength, personalities and attitude instead of forcing students to do what they do not want to do because they will not like or enjoy it because their minds will be elsewhere.



## MUBS to strength Research and Publication

Makerere University Business School (MUBS) is pressing to strengthen and boost research knowledge on Business and Economics among students through seminars and workshops. The first of the seminars, which involved students pursuing Masters of Science in Accounting and Finance, was held on Thursday April 28 at MUBS Annex – Bugolobi.

Dr. Banzinzi Natamba, one of the lecturers championing the drive, said with continuous seminars and workshops, students can learn immensely, especially when they receive guidance from experienced public servants, economists, tutors and

entrepreneurs. Under the theme "Strategy and Public Sector Management," the seminar was honoured by Maj. Gen. Fred Mugisha, Maj. Alex Asasira, a military assistant to Mugisha and Prof. Authur Sserwanga, the Vice Chancellor of Muteesa 1 Royal University and former Dean Faculty of Commerce- MUBS.

The seminars came amidst Uganda's grappling economy, which has seen several of major businesses close in the country. Prof. Sserwanga, who presented a topic on "Development in Public Sector Accounting Practices", focused on the hindrances of economic success in developing countries. He noted inadequacy in public sector accounting and financial management in the developing world, emphasizing the deficiency in the accounting system as potential weakness in management.

He noted the need for proper accounting data and interpretation if we are to make sound economic and proper management decisions. He also mentioned the laxity in the management structures as the leading cause of financial inadequacies in developing countries. "Very often poor countries are poor in financial management, which makes decision making unrealistic and inconsistent."

To overcome the above hindrances, he suggested equipping workers in the accounting and financial sector with soft skills, while embracing lifelong learning and increasing demand for fiscal transparency.



Dean Faculty of Commerce Dr, Isaac Nkote and other MUBS staff attending the Bank the Youth Training at MUBS



What you might have missed at Faculty of Management and Public Policy dinner



Victorious Education Services Principal Dr. Barbra Ofwano Buyundo in blue (seated in the centre) attending the MUBS Entrepreneurship Centre Breakfasting meeting. Every month the Centre organizes the breakfast meeting for the entrepreneurs to network



Some of the MUBS students who attended the Job and Skills Development Centre in April this year at the main campus Nakawa



MUBS students during the bank the youth training at MUBS- Nakawa



# Guild Elections Kick off at MUBS

On Monday, April 10, 2017, the hunt for the next MUBS Guild president kicked off with the presidential live debate, where the five aspirants had to jointly address their voters.

The debate that took place in the ADB building was moderated by Mr. Jordan Tumwesigye, president of the Law School, Makerere University, who strongly warned the students against hooliganism during and after the debate.

All the five presidential guild aspirants; Emmanuel Awori Siryoyi (UYD), Walter Nuwagaba Kakuru (FDC), Rachael Korituha (NRM), Akibu Mugoya (Independent), and Israel Katamba (Independent), turned up.

Students also turned up in large numbers to listen to their candidates. Various issues were debated upon by the presidential guild aspirants and these included; the relevance of the guild president to students, the issue of missing marks and how exactly it should be addressed, how to deal with the issue of sexually



Presidential guild aspirants campaigning at Berlin Hostel

transmitted diseases, sanitation, inadequate seats in the library, the students' need for WiFi and retake policy. The aspirants also talked about how each of them would handle the issue of accountability and transparency in case they happened to win the position of guild president.

## MUBS students warned against examination malpractices



Students discussing at the Guest House ahead of the May examinations



As end of semester one 2016/ 2017 academic year examinations were scheduled to commence on April 8, 2017, students were strongly warned against any form of Examinations Malpractices/Irregularities.

According to the School Registrar, it is an offence for a student to get involved in cheating examinations. She emphasized that cheating in a University assessment is a very serious academic offence, which may lead ultimately to expulsion from the University

Cheating is defined as any illegitimate behaviour designed to deceive those setting,

administering and marking the assessment. Cheating can take one of a number of forms, including:

Taking into the exam venue, or possessing whilst in that room, any books, notes or other material which has/have not been authorized.

Writing notes on yourself or having notes on your person.

Having notes written in your identity documents or authorized examination materials e.g logarithm table.

Accessing information stored or written on electronic equipment.

Copying from another student in an examination.

Aiding or attempting to aid another candidate, or obtaining or attempting to obtain aid from another candidate.

Passing yourself off as another.

Such repeated behaviour as may in the view of the Invigilator prejudice the performance of other candidates.

The use of unauthorized books, notes, electronic aids or other materials in an examination.

Obtaining an examination paper ahead of its authorized release.

## Acholi Win MUBS Cultural Gala



The Acholi fraternity of Makerere University Business School emerged the winners of the annual MUBS students' cultural gala that was held on March 31, 2017. The gala was held at the MUBS Rugby Ground just adjacent to the main Building. The Acholi students' Association won the 25 groups which included; Basamia -Bagwe, Banyarwanda, Bamasaba, Bafumbira, Lugbara-Kakwa, Teso, Kigezi, Tooro, Greater Ankole, Baganda-Nkobazambogo, Lango, Acholi, Sebei and Basonga Nseete.

The Acholi dominated almost in all activities, which included folk songs, cultural dances, cultural mime, Cultural wear, and a play. They were followed by Bakonjo Students Association in second position as Bakiga Students Association took the third position.

The event that kicked off with food exhibitions from every culture, and ended with joy and celebrations as they were crowning the various winners in the respective activities.

The Cultural Gala was organized by the Guild through the minister for Cultural Affairs and sponsored by Africel, Vodafone, Itel mobile and Pepsi live for now.

In attendance was the Ag. Dean of Students Ms. Juliet Kategga who applauded MUBS for granting students the chance to highlight their culture through cultural the gala.

"It is important to us as a country to recognize and appreciate each others' culture. This cultural diversity is what Uganda needs to tap into for economic development. She also emphasized that beyond the cultural gala, there are other sorts of new cultures that are spoiling the youth among these; drug abuse, corruption and homosexuality. These behaviors are targeting young people.

## MUBS Graduate crowned Miss MADI



Abio Brenda Crowned Miss MADI

MUBS Former BBA Finance Student Abio Brenda was been Crowned Miss MADI in the first Ever Beauty Contest Organized by the MADI Tribe .

She was Crowned with a \$300 crown in April this year. The Young graduate walked away with a cash prize of one million Ugandan shillings. She is also set to be the health ambassador of Adjumani hospital. Brenda was been an Employee of National Water and Sewerage Cooperation (NWSC) attached to the Adjumani Branch.

## Students under go GIEP training



A total of thirty three (33) finalist students were awarded certificates by the MUBS Entrepreneurship Centre after under going training for one week under the Graduates Into Employment Programme (GIEP).

Held on April 3, 2017 at the MUBS Entrepreneurship Centre premises at the MUBS main campus, the function was presided over by the Principal Prof. Waswa Balunywa. He said the programme was designed to prepare students for the work place environment and to equip them with

knowledge and skills to increase their chances of getting employed.

The GIEP is a programme conducted for fresh graduates in preparation for the job market. The programme was designed by the Entrepreneurship Centre to prepare the finalist students for employment. Students are taken through the soft skills which are critical at the work place. In addition, the students learn how to write winning CVs and application letters, running and managing meetings, how to dress for work among others.



MUBS  
Entrepreneurship  
and Business  
Innovation Hub

Ms. Rehma Namutangura- Karaare

The MUBS Entrepreneurship Centre has been transformed into an Entrepreneurship Incubator Centre and Innovation Hub. A wide range of actors are convinced that hubs represent a genuinely new and exciting model for supporting entrepreneurs. Over the years, the MUBS Entrepreneurship centre has been responsible for fostering Entrepreneurship among students and general public. Recently the School realized the need for generating more innovative ideas that can generate high quality jobs.

With support from African Development Bank (AFDB) and Private Sector Foundation MUBS is in the process of improving the business start up by soliciting and encouraging more innovative ideas.

Ms. Rehma Namutangura- Karaare is managing the Innovation Hub. She is spear heading awareness of the Hub among students, staff and the general public. Makerere University Business School is committed to becoming an innovation hub through its research and mentorship initiatives. Every faculty/Administrative Unit is mandated to prioritize innovation as one of their core aims and objectives.

### To be victims of ICT, Prof. Muhwezi



The MUBS Deputy Principal, Assoc. Prof. Moses Muhwezi advised students not to be victims of ICT. This is because the prominence and importance of information and communications technology (ICT) in higher education continues

to grow year by year. Prof. Muhwezi made the remarks during the 7th Annual Youth Camp held at Entebbe. He noted that young people spend most of their time on Whatsapp and Facebook and don't have time to think beyond that. He also noted that students no longer read because there is Google even when they are given course works they just download and submit material from Google..

## Career Guidance and Skills Development Centre

Makerere University Business School is striving to meet present and future labour market needs for skills and to improve productivity and competitiveness among its graduates. To achieve this, the School has transformed its Career Guidance Unit into the Career Guidance and Skills Development Centre.

As a way of differentiating the MUBS student, the career guidance office has been in partnership with other MUBS Outreach centres equipping the students with non-formal skills under the Skills Development Programme. This programme enables students to prepare for the world of work. The newly created Career Guidance and Skills Development Centre aims at creating an all-round student who is able to envisage and manage their career.



Ms. Maureen Tweyongere,  
Manger Career Guidance  
and Skills Development  
Centre

The Skills development programme is an opportunity for students to study real-life cases and experiences; to envision the future of work for young people, including women. It is a platform used to revisit approaches used by governments, employers' and workers' organizations to promote decent work for young people.

## Director MUBS Leadership Centre elected Council member of Corporate Governance



Ms. Regis  
Namuddu

Ms. Regis Namuddu was recently elected a council member of the Institute of Corporate Governance of Uganda (ICGU). Regis is the Director and Secretary to the Board at Makerere University Business School Leadership Centre since its establishment in 2007. She has been a Council Member and Chairperson of the Education and Training Committee Institute of Corporate Governance of Uganda (ICGU). Regis holds a range of managerial responsibilities of initiating, developing, implementing and monitoring plans and programs that lead to development of leaders, best leadership and governance matters.



## POSTGRADUATE PROGRAMS

### MAKERERE UNIVERSITY BUSINESS SCHOOL

MAKERERE UNIVERSITY BUSINESS SCHOOL	Tuition Fees Per Annum (Shillings/ USD)	
	Ugandan Students	International students
<b>Academic Programmes</b>		
<b>Doctor of Philosophy (By Research only)</b>	<b>Shs.8,000,000/=</b>	<b>USD2,887</b>
<b>Master of Business Administration (Evening)</b>	<b>Shs.3,075,000/=</b>	<b>USD2,206</b>
<b>MSc. in Accounting and Finance</b>	<b>Shs.2,800,000/=</b>	<b>USD1,780</b>
<b>MSc. in Marketing</b>	<b>Shs.2,590,000/=</b>	<b>USD1,780</b>
<b>Master of Human Resource Management</b>	<b>Shs.2,520,000/=</b>	<b>USD1,618</b>
<b>MSc. in Procurement &amp; Supply Chain Management</b>	<b>Shs.3,000,000/=</b>	<b>USD2,206</b>
<b>MSc. in Leadership and Governance</b>	<b>Shs.2,800,000/=</b>	<b>USD1,780</b>
<b>MSc. in Entrepreneurship</b>	<b>Shs.2,800,000/=</b>	<b>USD1,780</b>
<b>M.A. in Economic Policy Management</b>	<b>Shs.2,875,000/=</b>	<b>USD2,014</b>
<b>Master of International Business</b>	<b>Shs.2,875,000/=</b>	<b>USD2,014</b>
<b>Master of Hospitality and Tourism Management</b>	<b>Shs.2,875,000/=</b>	<b>USD2,014</b>
<b>Master of Business Administration (Modular)</b>	<b>Shs.4,200,000/=</b>	<b>USD5,252</b>
<b>MSc. in Banking &amp; Investment Management</b>	<b>Shs.2,875,000/=</b>	<b>USD2,014</b>
<b>Master of Business Psychology</b>	<b>Shs.4,000,000/=</b>	<b>USD4,256</b>

**For More Information Visit our website:  
[www.mubs.ac.ug](http://www.mubs.ac.ug)**



## MUBS Staff raises HIV awareness through making artifacts of ARV pill

Ms. Barbra Kemigisa a young entrepreneur is educating communities about HIV/Aids in a unique way. She makes furniture and other household items out of empty anti-retroviral pill bottles. Ms. Kemigisa hopes her crafts will help tackle HIV stigma and encourage people to protect themselves from the virus.

“ I have thousands of reasons to celebrate these pills and more



because of their unique look but soon people also realise that their is a deeper message written on the bins. She says she is open about her HIV status because she wants to live a free life and the her art also gives her a sense of

She emphasizes that stigma amongst people living with HIV & AIDS is one of the biggest hindrances to treatment amongst people living with the virus.

Kemigisa, a young mother living with HIV, has come up with an effective method of reaching out to people living with HIV and the general public.

Kemigisa who is also an employee of the University Business school Nakawa Campus has been doing awareness and advocacy work for seven years. She has adopted novelty to her work by making artifacts and components of household furniture from ARV pill bottles.

Her handiwork is not only practical but also serves to raise HIV awareness through the message that is inscribed all over the finished pieces of art.

For example, some of her rubbish bins that are placed at different places first attract attention



## The benefits of yoga by Prof. Balunywa

If you ever read a book called "The Monk who sold his Ferrari" you will have an introduction to what yoga is. Yoga is an ancient Indian practice that is used for maintaining one's health.

When you have exposure to western education, you tend to reject practices that are not western. Yoga was sold as a religion in many African countries and knowing the struggle between religions especially in Africa, Yoga was always discredited.

Hinduism is the most dominant religious practice in India and yoga was seen as a Hindu practice. Yoga involves three major aspects, breathing, exercises and meditation. Breathing in properly gives you more oxygen in your body and takes away stress from you. Exercises, called asanas, range from

simple to extremely complicated, poses and movements of the body. It is not just consistent practice, it is a way of life. I got into yoga when I got married more than a year ago. I was seeing the best way to solve my problems.

I have taught yoga to many people. I have never gone to work for me. I am healthy, it doesn't allow strenuous exercises and when you feel pain, you stop. Whenever there is an opportunity, the Prof. Waswa Balunywa takes the staff through simple aspects of yoga and the head stand always amazes them.

