



# The MUBS NEWS LETTER

August Issue, 2020

## Sustainability of the Tourism Sector as an engine for Growth in Uganda's Tourism Hub



**Hon. Daudi Migereko, Chairman  
Uganda Tourism Board**

The Chairman Uganda Tourism Board Hon. Daudi Migereko, has revealed that, the tourism sector has been badly hit by the COVID-19 Outbreak. "Before the outbreak, the sector was the leading foreign

exchange earner in the country, contributing US \$ 1.6 Billion, 8% of the GDP and employing over 700,000 people annually. This makes tourism a key sector in our economy", he said.

Hon Migereko made the statement on Friday July 17, 2020 while delivering a keynote address at the MUBS Monthly Innovation Hour meeting in Jinja, organized by the MUBS Entrepreneurship Innovation and Incubation Centre in conjunction with the Innovation Village Jinja.

The virtual meeting focused on the sustainability of the tourism sector as an engine for growth in Uganda's tourism hub.

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## MUBS staff challenged to form own Rotary Club

While presiding over the installation of President elect of Rotary Club of Kampala East and two President Elects of Rotract Clubs on June 18, 2020, the Principal Prof. Waswa Balunywa challenged MUBS staff to form a Rotary Club.

Prof. Balunywa explained that the School has many staff in different Rotary Clubs country wide and asked them to think of forming

their own club. "It is time for MUBS as an institution to have its own Rotary Club. We have over one thousand employees, in Academics and Senior Management positions and I believe that a Rotary Club is viable, but that's entirely upon the staff in those Rotary Clubs to do it. Rotary offers several opportunities for University students and staff to gain access to leaders in various

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## Overcoming Poverty After The COVID 19 Pandemic In Africa

On July 14, 2020, the MUBS Leadership Centre held its 24<sup>th</sup> Leadership And Governance Seminar that focused on how Africa can overcome the after COVID-19 effects among them being poverty. The virtual seminar was attended by the UPDF Chief Political Commissar, Brig. Gen. Henry Matsiko, who gave the keynote address and focused on rethinking the ideological path especially in the wake of the global change that has been occasioned by the pandemic.

Meanwhile, the Principal Prof. Waswa Balunywa gave an overview of how the corona-virus has revealed different weakness in our economies such as the levels of poverty. He explained that with the emergency of China as a super power, leadership crisis issues in America, the emerging new technologies such as zoom and the current world order based on capitalism, has changed the world and as third world countries we definitely need to change.

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**Our Mission: "To enable the future of our clients through creation and provision of knowledge"**

**Our Vision: "The benchmark for Business and Management Education, Research and Training in the region."**



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## Staying relevant after COVID 19



There is every reason to believe how the world will change after the COVID-19 pandemic, but what is more to us is that, workplaces will not be the same as before. Whoever is thinking of employment must focus on soft skills.

Although, it might be too early for long-term predictions, but based on current trends, employees will need to build career resilience before they have careers to strengthen. Yes, Covid-19 has caused changes to our working practices and transformed all industries, requiring employees to stand out from the crowd and position themselves for advancement as the economy recovers.

Having the right skills will make a difference, even in difficult times like now. For example every employee should customer oriented. The COVID-19 crisis has affected all people in every sector and society. Hence serving customers well and with smile will not only attract them to the business but also help

them to recover. Therefore anyone who can offer that experience, both on- and off-line will get employed.

Another skill to focus on is leadership, although it is taken to be an executive competence, people who are able take difficult decisions, display, credibility, and self-confidence will survive.

Ability to communicate has always been critical, but with the new normal of remote work, employees will need to prove they can communicate effectively under unique circumstances. Are you one of them?

Alongside analysis and critical thinking, companies value the ability to solve problems because it is a measure to determine which employee can make informed decisions in an ever-connected workplaces. Question is, do you qualify?

COVID-19 has changed how customers view and interact with the products and services. For a brand to have staying power will largely be determined by how they connected with customers. Employees who can form such connections will be prioritized.

Even before the COVID 19, soft skills were key in the job markets, however with its after effect of unemployment, we need them more than before.

**Erina Najjingo**  
Editor

## Ugandan Anthem

Oh Uganda!  
May God uphold thee,  
We lay our future in thy hand.  
United, free,  
For liberty  
Together we'll always stand.

Oh Uganda! the land of freedom.  
Our love and labour we give,  
And with neighbours all  
At our country's call  
In peace and friendship we'll live.

Oh Uganda! the land that feeds us  
By sun and fertile soil grown.  
For our own dear land,  
We'll always stand:  
The Pearl of Africa's Crown.

## East African Anthem

### Verse 1

Ee Mungu twaomba ulinde Jumuiya Afrika  
Mashariki Tuwereshe kuishi kwa amani  
Tutimize na malengo yetu.

### Chorus

Jumuiya Yetu sole tuilende Tuwajibike tuim-  
arike Umoja wetuni nguzo yetu Idumu Jumui-  
ya yete.

### Verse 2

Uzalendo pia mshikamano Viwe msingi wa  
Umoja wetu Natulinde Uhuru na Amani Mila  
zetu Na desturi zetu.

### Verse 3

Viwandani na hata mashambani Tufanye  
kazi sote kwa makini Tujitoe kwa hali na mali  
Tuijenge Jumuiya bora.

## 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 Confi-  
dence  
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  
Enabling the future of your clients



## Sustainability of the Tourism Sector as an engine for Growth in Uganda's Tourism Hub.

Despite the vibrancy and success recorded in recent years, the tourism sector has been badly affected by the outbreak of COVID-19.



The Male and Female hot springs in the Semuliki National park.

**“One of the most relevant and critical factors in the tourism industry is peace and stability of a country. If a destination is going to attract people, they need assurance that when they visit a country they will go back alive.”**

Despite the vibrancy and success recorded in the recent years, the tourism sector has been badly affected by the corona-virus pandemic. Tourism can no-longer make any contribution to the economy, therefore the sector has to come up with new strategies to

ensure tourism sustainability in the country.

To be able to make tourism in Uganda an engine for inclusive growth and sustainable development, there is need to focus on conserving the ecosystems and biodiversity, protection of cultural heritage and empowerment of the local communities. The country has also to focus on its natural advantages like; Lake Victoria, Source of the Nile, River Nile, Etanda falls, Isimba among others. We have training centers such as the Uganda Hotel Tourism and Training Institute which is critical in developing and skilling of

manpower for the industry.

Hon. Migereko explained that, to have sustainable tourism on Lake Victoria, the country must address environmental protection issues and make sure that the catchment area for Lake Victoria is well managed, no pollution on the lake and waste disposal is well managed. If this is done, we shall have marine tourism on Lake Victoria and the Source of the Nile which will go as far as Masaka, Kampala and Port Bell which will be very lucrative and sustainable.

And if Jinja City is to have tourism as one of its major sources of economic growth, resources must be allocated to ensure that tourist attractions live up to standards that are internationally acceptable.

The Ministry of wildlife and antiquities, Uganda tourism board, Uganda Hotel Owners Association, Uganda Tourism Association have developed Standard Operating Procedures (SOP's) to address the critical issues that will enable tourists feel safe and secure in the country. These SOPs also apply to transport facilities that have been put in place to transport tourists as well as the Airport as and when they resume flights.

**Tourism is generally considered to be the largest industry in the world. It is the third largest export sector and one of the most promising in terms of future growth potential.**

There is need to invest in promotion and marketing of the tourism industry. We have hired PR firms in the United States, UK and Germany that have been our critical markets and have boasted tourism in the country. However resources must be put in place if this is going to be successfully undertaken.

The locals around these tourism sites should be encouraged to invest in tourism and in so doing, they will be contributing to its sustainability and also improving on their standards of living. They should take advantage of the kingdoms, cultural sites, food, and heritage sites among others. This will therefore encourage domestic and regional tourism.

Meanwhile, the MUBS Principal Prof. Waswa Balunywa, who gave a general overview on how to sustain businesses amidst COVID-19, noted that, due to Corona virus many businesses have closed, there is reduction in production and laying off of workers and also changed the way things are done. We must therefore, learn to live with this virus and adopt the changes.

He said Government has also cut off workshops and travel budgets which is a tragedy for the tourism sector. The question is, how do we emerge from the challenge? We must embrace change, rethink our businesses and learn how to cease the available opportunities like making of masks and other gadgets.



Prof. Waswa Balunywa

**“The old way of thinking no longer works in this society because technology has really got to us and we must think of how we are going to do business.”**

Employers must also talk to their employees before laying them off because people have great and wonderful ideas. And of-course adopt to new technologies on the ground if they are to stay in business.

Prof. Waswa explained that change is embraced by knowing that tomorrow will not be the same and things too will never be the same. Therefore people must get rid of their fears because it is the biggest intimidation to new ideas and innovation. People must act, and start doing something new and different and above all never to fear failure.

Businesses must also rethink and

change their business models. One of the problems we have in education is too much regulation. One of the changes in this sector would be having a moving university in that if I cannot have Online classes then can I move my university.

We must also update our customer needs, you either scale up your production or scale it down depending on where you are operating from to be able to make profits to manage your costs. The other aspect to consider is alternative sources of supply, many businesses have been buying from China and there is disruption in that market, hence the need to change the sources of supply.

Businesses must adopt to new technologies such as Online meetings, robots, Online marketing, video streaming, Online buying and selling to be able to survive. We must also change the way we think and work. The old way of thinking no longer works in this society because technology has really got to us and we must think of how we are going to do business, we must take initiative and move into a new direction because where you are has become obsolete so you should move into something new.

Business owners should be ready to find new ways of reducing costs if they must make profits. And it may be necessary for them to find a new business.





Boda-boda business in Uganda

## Overcoming Poverty After The COVID -19 Pandemic In Africa

The world has been dominated by the international community but Africa continues to be poor and marginalized.

Prof. Balunywa noted that much as capitalism has various benefits in the world, such as consumer choice, economic growth, increased levels of production, efficient allocation of resources and quality products, it is a threat and it has created a lot of challenges on the African continent. One of them is slave trade, where Africa's natural resources are being exploited, unfair trade grounds where Uganda cannot export coffee to Europe because it does not meet the standards, corruption among others.

Capitalism has worked in various countries but also failed in some. This is why as Africans, we need to develop a new thinking. We need to increase government's participation in business because ordinary people cannot start big companies that can compete globally. In Uganda, most prominent businesses today is market vending which cannot compete with the global market which calls for a system that can distribute wealth in a better way. The Nordic countries are capitalists who believe in free market economies. They have free health care services, free education services and the levels of inequality amongst people

is minimal thus calling for a tax system that supports the poor people.

Prof. Balunywa emphasized the need to develop entrepreneurship. Uganda is said to be highly entrepreneurial but her entrepreneurship is in Boda-boda business and market vending which is rated as low quality entrepreneurship. We must develop high quality entrepreneurship if we are to see change in our country. We must also earmark areas for local ownership of production where foreigners can sell goods of a higher value and not in supermarkets for capital to be able to come in huge amounts.

We should also develop a



**Maj General Henry Masiko**

committed cadre of politicians, managers and leaders within the civil service who are not simply looking for money but are capable of managing our enterprises, provide leadership and are able to implement the ideas coming from our communities and emerging from what we think we want.

Meanwhile Brig. Gen. Matsiko emphasized the need to rethink the ideological path especially in the wake of this global challenge that has been occasioned by the pandemic.

With this pandemic sweeping continents, there was anxiety on how Africa was to cope and



**Entrepreneurs in Nakasero Market**

respond to this crisis, the world was so optimistic on how Africa would survive and anticipated that millions of people would die. This was based on our pharmaceuticals and health infrastructure which is largely wanting because it largely depends on imports.

There were also those who were looking ahead and knew that this was not the first calamity the world has faced and engulfed Africa, there have been several world calamities in history, well knowing that Africa at one stage was leading the world, but due to big changes, especially after Europe recovered from the dark times after they had been vandalized and their civilization destroyed, Europe then woke up during the reminiscence and big changes took place, Europe moved very first to industrialize and that occasioned changes that engulfed Africa in a manner that Africans were plundered and ended doomed into slavery in most parts of the world.

Later, there were changes brought about by world shifts and we had slavery transiting into colonization, which was dominated by one part of the world where they invaded the rest of the world exporting capital and to some the thinking was Africa was going to be completely obliterated, this didn't happen and in a very short time new changes occurred when Europeans turned against each other, leading to the two world wars. While these two world wars were a disaster

to the world, they gave Africa an opportunity to recover and regain her independence. So whenever there is a big crisis in the world, it brings about problems but there are windows to opportunity.

Some people have been urging that with this pandemic which has resulted into a lock-down and closure of borders and airports, the world has been presented to a situation where we are all locked up and the answer to being locked up is to rethink how to use the opportunities to survive and not depend on our neighbors or foreigners. Therefore, there are two major answers to the African crisis, one is to pursue a program of building an independent, integrated, self sustaining national road economy where there is a linkage in the sectors of the economy depending and supporting each other. The other is Africa must rethink the calamity of being balkanized, which has created a great impact on the economic strength of Africa. Ugandans must know that this crisis is not going to be business as before. This is the time to wake up and be dependent on ourselves. Ugandans must also accelerate the path towards building the African economic market and also form larger political units that can help them to solve problems collectively. The pandemic should enable us to develop a self-reliance mind-set, it should also increase Government's involvement in doing business.

In conclusion, we need to be bold and know that it is high time we survive as a Ugandans. Africa must regain its old image, there is no reason why we should remain the rigid ones of the world.



# MUBS staff advised to form own Rotary Club

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industries, develop leadership skills, gain exposure and a global perspective for service.

The event that took place at Hotel Africana, in Kampala saw Daisy Ainembabazi, installed as President elect of Rotaract Club (RAC)Kampala East, our MUBS own Douglas Ssebaduka, RAC MUBS and Daphine Nafula Kampala East.

Prof. Balunywa explained that Rotary is key in improving the welfare of societies. They have a set of values that members live by even outside the organization, that creates a culture of discipline among its members. There is also a lot of learning that takes place in terms of management and leadership, public speaking, social, business, personal and vocational skills as well as improving cultural awareness. Rotary has three organs, the individual members, government and communities. And because of their social activities, these Rotary Clubs are now described as Social entrepreneurs.

The first organ, individual, every individual has a responsibility to improve their standards of living, and to give their families the best. This means they need to go out and work and succeed in whatever they do. However, not everybody is able to work and not every type of work may yield results good enough to give people a good life or high standards of living. And also not everybody is able to start a business or secure employment, such people become vulnerable. And this is where Government



Prof. Waswa Balunywa, in group photo with the presidents

“  
Not everybody is able  
to start a business or  
secure employment,  
such people become  
vulnerable.”

comes in.

Government has its traditional roles but also supports people in various ways for example infrastructure, provision of health and education facilities, it offers jobs and supports business starts ups. But Government cannot handle everything because it doesn't have the resources to do everything required in the society.

This brings in the Philanthropists and the social entrepreneurs who look at problems in the society and

try to contribute towards solving them and Rotary is one of them. Philanthropists are individuals who use their resources to solve society based problems like the NGOs. Rotary however, brings people together and pool resources in a modest manner to address community problems in a collective manner while also improving its member's management and leadership capacity, as they say "serve above self."

From Prof. Balunywa's over view of Rotary, it is not an exclusive club of the rich. There has been a misconception that Rotary is only for the wealthy people. This is not true, anyone can make an impact in the lives of communities, provide humanitarian service and advance goodwill and peace around the world.



## The new normal is blinking

General Managers were in crisis over COVID-19, while Strategy Managers were in 'class' learning a new lesson from the turbulent environment.

Some time back, I indicated that General Managers were in crisis over COVID-19 while Strategy Managers were in "class" learning a new lesson from the turbulent environment. The concept of Strategizing the unabridged process of conceiving, executing and evaluating strategy is most needed in uncertain times. Corona-virus pandemic strategies were drawn into chaos. World wide organizations were suddenly closed down because strategies failed.

General Managers were thronged into unprecedented difficulties managing the times and the immediate new normal of '**work from home**' has hit the rocks. The other is '**On-line**' which is the way of doing things. The new normal saying of 'Scientifically' doing this and that was applauded until it was proposed for the forthcoming national elections. It is now under serious public scrutiny. The new normal is indeed blurred.

Encouraged by a decline in COVID-19 cases, Governments around the world lately relaxed the lock-downs and started to restore normalcy. Operations would have to be realigned to the new normal that was awaited to emerge. Scholars and practitioners have all argued for change in the way of life. But it seems to be shifting. It is blinking and not becoming real. Now we must begin to question the previously held belief of what we waited for. A new science will emerge into a paradigm shift. But it has been only months of the



**Prof. Vincent Bagire, PhD,  
Deputy Dean Faculty Graduate  
Studies and Research**

**"Strategists risk fading  
into oblivion as Managers  
drench into further  
chaos dealing with the  
uncertainties.**

pandemic and thus not long enough to question strategy. It is only that our expectations were so high that two weeks extension of lock-down, three weeks, then two weeks could count no more was like ages.

Although Scientists are advising of a new wave of COVID-19, which is likely to pose more danger than the breed we are emerging from, we have become complacent.

The notion of opening into the

new normal is now a primary school - like legend. There is rightly economic anxiety as well as social unrest. The business operators in Arcades whose plea to reopen is just yielding fruit are yet to get the shock of spoilt stocks and wide open shops but no customers. The taxi operators pushed hard and were heard. Even with half capacity allowed, the passengers are nowhere. Saloons, boda-boda cyclists, schools, are desperate to be unlocked. Let them be. The reality will be the same, a blurred future.

In the face of all these, the new normal is fading or it is much ahead. Strategists risk fading into oblivion as Managers drench into further chaos dealing with the uncertainties. Amidst strain, organizations that had held on are announcing salary cuts, suspended contracts, stay home instead of work from home. As Managers sweat over to shape a more equitable Post-COVID strategic order, they may unwittingly create more agonizing parameters.

We in Business Schools who predictably teach management are stuck in fractured booths. Our theoretical safeguards have been tested by reality. We are stuck with what we preached as strategic realignment, management of change, digitization, e-learning, financial inclusion, saving, investment and innovation, to our learners. There is no New Normal yet but Garden-fresh Anomalies. We are at the mercy of another shock.

## MUBS Principal Appreciated



### Professor Waswa Balunywa

This is our special appreciation to you; For the very empowering presentation you gave us as our Guest Speaker on the subject; " The Audacity to Lead " on Monday 27<sup>th</sup> July 2020

## Prof. Orobias elected ICPAU Council Member



Prof. Laura Orobias

Prof. Laura Orobias, the Head of Department, Accounting and Finance at MUBS Mbarara Regional Campus has been elected to the Institute of Certified Public Accountants of Uganda's (ICPAU) Council.

She is among the seven (7) Members who are to serve for the period between 2020-2022. Their election was announced during the virtual ICPAU 26<sup>th</sup> Annual General Meeting held on July 30, 2020.

According to the Accountants Act 2013, members of the Council (other than the ex-officio) hold office for two years and are eligible for re-election or reappointment for more two years. The electronic elections that ran for two weeks kicked off on June 30, 2020 till July 15, 2020. According to the Regulations, only full members of the Institute who are in good standing were eligible to vote.

## MUBS Don named on President's task force



Mr. Ramathan Ggoobi, a Lecturer in the Economics Department and also the Coordinator of the MUBS Economic Forum has been named on President Yoweri Museveni's

manifesto team. The 14-member committee is responsible for coming up with the National Resistance Movement (NRM) party manifesto for the period of 2021-2026.

The committee chaired by the Minister of Justice and Constitutional Affairs, Prof Ephraim Kamuntu was named by the President according to Article 14(1) of the NRM constitution. The manifesto will focus on Export promotion and import substitution strategies in the real economy that deal with basic human needs which include food, clothing, medicine, security, infrastructure, education and spiritual work.



## Will Family businesses Survive COVID-19?

**“ COVID-19 has increased the use of technology, putting pressure on welfare and increasing unemployment. He recommends businesses to revise the vision of the founders and communicate effectively.**

On July 23, 2020, Dr. Rogers Matama, a Senior Lecturer and Head of the Department Logistics Management at MUBS and an author of the “Family Business Governance book” held an Online family business conference to discuss the sustainability of family businesses in rough times George Washington University, USA.

The audience that was made up of researchers and students was keen to learn how family businesses in Africa and globally can withstand the pandemic. The conference was held under the theme **“Family business sustainability in rough times”**

Dr. Matama said, the business incubation instilled into family members right from early ages shall enable these businesses to reach the finishing line. Family businesses have their incubation right from the family and they have survived for generations by being innovative. Uganda's family businesses can also weather the storm caused by the COVID-19 pandemic, and be able to survive the difficult times.

Family-owned businesses and firms in Uganda such as Nice House of Plastics, Aponye Uganda Ltd, Ruparellia Group of companies, Madhvani Group, Mehta, Simba Group and Mukwano group of companies are faced with different challenges like reduced markets, logistics and transport inadequacy, taxes and rents arrears that have been caused by measures put in

place to reduce the spread of corona-virus.

Family business names and enterprises in Africa and other parts of the world such as, Tony Elumelu, Alhaji Aliko Dangote, Samsung, Walmart, Toyota and many more have also been greatly affected.

Families are cohesive, they use social capital, family labour, ‘peck’ on their capital. They are ready to abide by regulations on safety and health to survive. They make sacrifices, use friends for social capital, they are keen on the community good and strive for longevity. Many family businesses have survived from one generation to the next by being innovative, Matama said.

Meanwhile, Ayman El Tarabishy, Deputy Chairperson of the Department of Management at George Washington University moderated the discussion. Tarabishy observed that family businesses are built on the foundation that: “Blood is thicker than water.”

Tarabishy said that with the changing world some wealth will be lost as some children are not interested in what their parents and grandparents did. He added on that succession issues are being handled differently and they have become difficult.

Dr. Matama noted that in the past, succession in business in Africa was



**Dr Rogers Matama , Senior Lecturer and Head of the Department Logistics Management**

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# Racial Discrimination occasioned by COVID-19 and its impact on business

**Isn't it ironic that one of the immediate outcomes of the COVID-19 pandemic has been discrimination against people of Chinese descent in the west and yet Chinese are engaging in the same kind of misdeed against Africans?**



**Prof. Samuel Dawa ,PhD**

"They get bitter, they cling to guns or religion or antipathy to people who aren't like them or anti-immigrant sentiment or anti-trade sentiment as a way to explain their frustrations." Barack Obama

One of the immediate outcomes of the COVID-19 pandemic has been an increase in discriminatory practices towards minorities which has had an impact on the conduct of business.

This has been especially observed in China where people of African descent have been evicted from their homes and denied access to public places. African business men and women have been denied access to hotels, malls, public transport and a number of venues where they conduct their import/export business. This will affect their future engagement with Chinese suppliers and turn them to more expensive sources. Yet China is Africa's biggest trade partner, through offering opportunities for small scale traders to import cheap goods.

In reference to the above quote, there is a widening income gap and rising unemployment, amongst the Chinese population. Those living in the urban areas face rising levels of poverty which may form their xenophobic tendencies.

However, China has many reasons

to protect Africans and their businesses. Beyond the moral responsibility, there is the lure of the largely untapped African markets and the appeal of the abundant mineral and other natural resources. Furthermore, China has huge manufacturing capacity which may soon be rendered redundant with the West's strategic moves towards shifting manufacturing from China.

Additionally, the victims of the racist attacks are contributors to the Chinese economy, they hold jobs in China or are traders whose productivity benefits the Chinese state coffers. Interaction between diverse groups of people results in information exchange that results in new ideas for products, services and opportunities.

More still, decent treatment of Africans in China will not go unnoticed in Africa where a large number of Chinese live and work. The Chinese in Africa have sizable investments and are borrowers from Chinese financial institutions. Threatening Africans in China could translate into threatening Chinese investment in Africa. Most importantly it is China's responsibility for where the world stands now. The Corona-virus is known to have originated in China (be it from wet markets or a research laboratory).

There is relative agreement that



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China mishandled the early stages of the virus spread and withheld vital information that would have saved thousands of lives.

China should therefore finance the budget shortfalls that have been occasioned by this pandemic. Similar calls have been made by the USA, Germany, Australia, India, Brazil, Indonesia, Iran and a number of other countries.

Beyond the call for China to pay for the ravages occasioned by the COVID-19 pandemic, it should consider writing off all that African debt and relinquish the liens they have on strategic resources. Holding 14% of the total debt stock in sub-Saharan Africa.

China is the biggest owner of public debt in Africa. Without a radical approach of pandemic reparations and debt cancellation, China risks ceding ground in its quest to realize 'Made in China 2025', the 10 year strategic plan of the Republic of China.

The discrimination the black man is facing from the Chinese will have adverse effects on the collective conscience of the Chinese people, present business and future business opportunities. Isn't it ironic that one of the immediate outcomes of the COVID-19 pandemic has been discrimination against people of Chinese descent in the west, and yet Chinese are engaging in the same kind of misdeed against Africans? While African governments have the responsibility to protect Chinese interests in Africa, they also have the ability to cause the leadership in China to protect people of color that ply their trade in China.

## Will Family businesses survive COVID-19?

based on culture and was clear. But with the onset of colonialism new values came up. The new values include the inclusion of women and men. He observed that many family businesses in Uganda do not have succession plans and some family businesses do not go beyond the second generation.

Adding on that, global studies show that 43% of family firms do not have succession plans and only 12% make it to the third generation. He cited the Mulwana Group where following the passing on of the founder, James Mulwana, the businesses are now managed by the daughter, Barbara Mulwana. He also said harsh situations, the new world order, economic disequilibrium, scarce resources, scarce or no customers, poor or limited logistics put pressures on family enterprises. "If factories are not producing there will be losses. If you are not ready to adapt you cannot survive", Negligent logistics, poor quality and cognitive

laziness may affect businesses that do not adapt".

He urged that solutions to the rough roads require family members to be hands-on, multi-task and alert on costs. Family members have to be health-conscious as well. "Delayed gratification is connected to the success of founders. COVID-19 has awakened us not to take things for granted".

Dr. Matama noted in his conclusion that, COVID-19 has also increased the use of technology, putting pressure on welfare and increasing unemployment. He therefore recommends businesses to revise the vision of the founders and communicate effectively. Leaders should not take workers like machines. "Have a human touch, uplift others first. The world is moving to human touch in everything".



## Re-inventing your career in the “new normal”

It appears that the Corona Virus pandemic has changed the world and many things. It started by announcements of lock-down by various countries, closure of businesses, laying off people and in the process making millions unemployed. The USA has the highest number of unemployed people in modern history as a result of the pandemic. As of June 12th, over 40 million Americans were reported out of employment representing 40% unemployment rate.

It is not only that people lost jobs but some businesses have closed and will never reopen. Many airlines have closed never to reopen. Some are laying off staff and seeking government support to reopen. Some businesses are restructuring themselves to be able to adapt to the new normal. Among the key instigators of change is technology. Technology is changing the way business is done. Before the pandemic, Amazon and Alibaba both Online business giants had become some of the world's re-known businesses creating some of the world's richest people Jack Ma and Jeff Bezos. The trend and result of the lock-down has been Online business.

The marketing profession has changed. The physical adverts and those in newspapers may soon become unwanted. Even the salespeople themselves who have been on the road from place to place may become redundant. Paying visits to doctors may soon become unnecessary as diagnosis can be done remotely and drugs delivered through Online purchase.



**Ms. Maureen Tweyongyere**

The Corona Virus has told us that the face to face with teachers is important but not necessary all the time. Online teaching is the way to go. Meetings can now be held with participants in different places.

Are careers safe with this rapid change in nature of human activity? Maybe they are not. What is happening to career resilience? People in different professions must observe their work requirements and continuously adopt and re-invent themselves. No career is safe. The world is changing at such a pace that no career is safe. All careers are prone to change.

While the practice is to select careers late in one's education journey, careers are selected primarily based on education background

of individuals. If you choose to become an engineer, you must study relevant subjects, join the profession and do what it requires to be in it. You must follow the rules and regulations to remain relevant. Many professions today require you to continuously learn so that you are up to date with the changes in the industry.

This is usually how a career is formed but there will be disruptions which are driven largely by technology. For some careers, the requirements have not changed much but others have changed tremendously. Take a case of lawyers, technology has made things easier for the profession but has not changed the discipline of law. But for engineers, today we have engineers especially those above the age of thirty five (35) years who studied analog technology today engineers study digital technology. The content in the discipline has changed. Doctors who did surgery ten (10) years and back were schooled in cutting and opening the body. Today endoscopy and laser surgery has changed this. What doctors, engineers and all other professionals need to do is to re-invent themselves to continue to be relevant.

What the Corona Virus has done is to turn the tables. It has made careers some obsolete. It requires some careers to change dramatically and it has also created new professions all over a sudden. Career resilience is nothing but re-invention but no career is safe.



## Final year student ventures into Vermiculture Business



Odur's vermiculture and bio technology business

**Much as COVID-19 has unleashed a wave of innovation as well as new innovation challenges, there are some people who were determined to move on**

Even with the country in lock-down, a number of MUBS students are plunging ahead with new ventures. These student entrepreneurs are determined to come out of the COVID-19 crisis and university with jobs. To make their dream come true, they have started small businesses during this lock down and they are doing well.

One of the student Entrepreneurs is Emmanuel Odur, a final year student offering a Diploma in Business Administration (DBA) at the MUBS Regional Campus Mbarara.

Odur is the CEO and founder of Anywalonino Earthworm Farmers Co-operative Society Limited which

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**I had the knowledge but it was not being used properly. A friend advised me to enroll for business course at MUBS, for it would help me to turn the business ideas into a real**

is an agribusiness village model association. After being in the lock down for over four months, Odur decided to venture into vermiculture and bio technology business.

Vermiculture deals in breeding and multiplication of red worm species. It aims at breeding the

red worms for the manufacturing of poultry, piggery and fish feeds. In addition, They train in bottle gardening.

Being a Senior Biogas Technician with CrestTanks limited and a researcher with National Water & Sewerage Corporation, Odur has vast knowledge and experience in the field of molecular biology, crop science and Bio Technology.

He has conducted his own personal research on how to feed earthworms using local natural bio resources (tomatoes, household garbage) and harvesting them to make poultry and fish feeds.

By 2017 he had accumulated a lot

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**“Anywalonino Earthworm Farmers Co-operative Society Limited (AEFCS Ltd) is now incorporated with Lira District Commercial Office and Ministry of trade and Industry”**



**Mr. Emmanuel Odur**

of knowledge on vermiculture and its advantages, but he lacked how he could channel the knowledge into a business. He was advised by a friend to enroll for a business course at MUBS- Regional campus, Mbarara, which has turned out to be a golden opportunity.

“At the end of 2017, I had the knowledge about Vermiculture but it was not being used properly. So a friend of mine advised me to enroll at MUBS for a business course that it would help me put all the ideas I then joined business. That is how I joined MUBS for a Diploma in Business Administration and it has greatly paid off.

I have learnt Principles of Management which helped me to ably manage the co-operative

effectively. We have all the financial books of accounts in order and we have stream lined everything to how a modern co-operative should run.” Anywalonino Earthworm Farmers Co-operative Society Limited (AEFCS Ltd) is now incorporated with Lira District Commercial Office and Ministry of Trade and Industry. And the good news that on January 26, 2020, we launched our first finished product of poultry and fish feeds on the Ugandan market.

Our goal is to provide nutritious protein rich feeds to farmers for both domestic and commercial use. We dream to be the leading producers of poultry and fish feeds and products in not only in Uganda, but also in the east African Region We also want to advances in agricultural science innovations at grass root levels by 2050. We target

is also ensure that farmers at village levels advance from subsistence farming to commercial farming

“We are already on the move to make money but from the village levels and we are nurturing bio science at the village level. W are harboring research at the grass root level. We are breeding indigenous micro organism, we are making pesticides from urine. So we have a lot of Bio Innovations”

Currently we are employing of over 200 village women, who have never gone to school. Our project’s inclusive strategy is to uplift women from the base of the pyramid to an economic status where they can survive for themselves. We are also training them in bottle gardening to ensure that they never lack vegetables in their homes.”



**Mr. Emmanuel Odur with the earth worm farmers explaining to them the earth worm generating breeding process**



## Kanyesigye used his upkeep of 700,000/= to start a food business

The lock-down has created big challenges for businesses and the owners, with a sudden fall of revenue, and for some, the closure of their premises, a very uncertain future awaits once the pandemic is over.

Another Student Entrepreneur at MUBS- Mbarara Regional Campus, Rogers Kanyesigye is the owner of Trust Restaurant and Take Away, located at Kamukuzi in Mbarara. He also started another restaurant out of nothing but financial discipline and persistence.

Kanyesigye who is in third year, started a restaurant business in his first year at University to solve his problem of cooking for himself at campus. And with the COVID 19 crisis which has left many people unemployed, he is determined to further expand his business.

### How he started?

When someone talks about starting a business, what comes to our mind first is funding!! And funding involves raising money from friends, family members, bank loans and even money lenders. But Kanyesigye started his food business with his own pocket money of UGX. 700,000.

I started the restaurant after a big shock of joining an institution which did not provide food for the students. I had a problem of cooking and I solved it, my friends advised me to get a girlfriend to cook for me, but I had a different idea from theirs. I then decided to open a restaurant where I would not only eat from but also earn some money, Kanyesigye revealed.

"I remember paying rent for



Rogers Kanyesigye

three months, used 200,000/= to get a counter and 100,000/= for installation of electricity everything costed me 700,000/= ". I had knowledge of the prices of food items, this gave me an idea and an advantage to a restaurant.

"I didn't find it hard to start because I was coming from a peasant's family where I was used to seeing people growing beans. I knew the prices of beans and matooke and

had a small banana plantation that provided matooke for the business."

However, starting the business meant additional responsibility of paying workers and shopping supplies for the restaurant on top of managing a young business and fulfilling school responsibilities. The beginning seemed tough, but with persistence and a marketing strategy, the business began to pick up towards the end of the first semester.

I started small and did not expect the business to pick up and expand. At the beginning of the business, I couldn't save even five thousand (5,000/=) in a day but could get money to pay the workers, purchase supplies for the restaurant and that was all. But later on, I started marketing the restaurant to the students at campus, who became my daily customers and gave the business a big boom.

Before the lock down, I was making sh 20,000 from the restaurant daily which I could save. Even though I am in School, I still manages to monitor my business daily and work during holidays and my customers are happy with my service.

### Are you wondering about what he did with the boom!! ,

I maintained financial discipline and kept saving. I decided to save the profits with a plan to expand

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the business, which I achieved at the beginning of this year, 2020. In January 2020, I opened a second restaurant this time with a capital of 6 million Uganda Shilling, which I had saved for two years.

**How did he manage to save this money? .**

Well, I invested the profits from the restaurant into goat rearing. I then bought 30 goats which I sold after two years adding the money onto the upkeep from my parents to open the second restaurant. While most of us will only think money for upkeep is for "eating", Kanyesigye thought differently. Whenever my parents gave me money for food, I would instead invest it in my business.

**How he has managed to grow the business.**

Kanyesigye credits his management skills and experience to the knowledge he has attained from the business course he is pursuing

**Although the lock-down has created big challenges for his businesses with a sudden fall of revenue, closure of the premises, and knowing that a very uncertain future awaits once the pandemic is over, rather than dwelling on the frustrations, Kanyesigye is focused on ensuring that he stays in business.**

at MUBS. I have learnt a number of things that have helped me run the business. First and foremost, Financial Accounting has helped me in balancing books, purchasing, counting my losses and profits. Likewise with Marketing, I have contacted all my friends to visit the restaurant, I have also put much emphasis on advertising.

Principles of Management has helped me a lot. I know how to handle my workers plus Human Resource Management. Actually,

not until you start your own business, that when you value what you have learnt in School. Many people have ventured into businesses, have made mistakes and failed to get up when things go bad. But with the knowledge, I have gained, I know making mistakes in business is normal, but avoiding repeating the same mistake helps one to move on.

**Does he intend to close the business due to the COVID 19 challenges?**

To him, although the lock-down has created big challenges for his businesses with a sudden fall of revenue, closure of the premises, and knowing that a very uncertain future awaits once the pandemic is over, rather than dwelling on the frustrations, Kanyesigye is focused on ensuring that he stays in business.

**His advice to fellow students**

"Plan ahead and develop a saving culture. Instead of using money to go to bars drinking and dancing the night away, you rather invest it now and enjoy later."





## MUBS to re-green its soccer pitch

The MUBS Sports Department has embarked on a drive to re-green the MUBS soccer pitch. The pitch has been out of use for a period of five months after the School was closed due to the COVID 19 crisis.

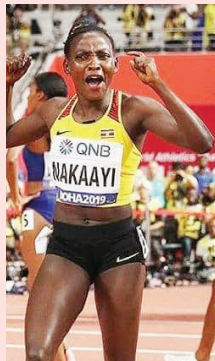
The re-greening work is headed by the sports tutor, Mr. Richard Kawere, and his team, the Assistant sports tutor, Mr. Hillary Kimbugwe and the sports administrator, Mr. Adam Kato. On a one on one



MUBS football team

with the Assistant sports tutor, Mr. Kimbugwe, revealed that re-greening the pitch started with watering and applying fertilizers to see the pitch breathe again after a long period of time. He thanked the football head coach Charles Ayiekoh Lukula and the Uganda Lacrosse Foundation who gave in a helping hand towards this initiative.

## Impact Of Covid On Athletes



Uganda's 800 Meter World Champion Halima Nakaayi, is one of the Athletics affected by the COVID 19 outbreak, due to the postponement of the Tokyo Olympics to July 2021. The organizing body IAAF pushed the games to next year because of the pandemic.

Meanwhile, the Uganda Basketball League was also called off making all clubs participating in the Basketball League to move home with no allowance from the federation. Footballers are also crying foul play after their clubs failed to pay their salaries.

## Manchester United Cruised Past Leicester to confirm UEFA Champions League Slot

Manchester United have confirmed their participation in the Champions League 2020/21 which kicks off in September. They qualified after defeating Leicester City 2-0 in the English Premier League.

Bruno Fernandez scored the first goal (penalty) for Manchester United. While Anthony Martial was fouled in the box, Jesse Lingard scored the second goal for Manchester United in the added minutes making it 2 goals for the visitors at the King power stadium.

Manchester United finished in 3<sup>rd</sup> position behind Liverpool and Manchester City on 66 points while Leicester finished 5<sup>th</sup> behind Chelsea. The 4 UEFA Champions League slots from EPL were filled by Liverpool, Manchester City, Manchester United and Chelsea Football Clubs.

## MUBS goalkeeper hustling to make ends meet

Former MUBS Goalkeeper Ajaib Nafian Alionzi decided to venture into business to be able to survive during the period COVID 19 lockdown. After football coming to a standstill, Alionzi who is the URA FC Custodian decided to start a mobile money business that has made his life a bit easier in this period of the pandemic.

He believes it was the right decision to do since the only avenue to get allowances was in football which was stopped. On the other side he believes, this period has taught him a number of things and never to rely on one job in life.



Ajaib Nafian Alionzi



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