



The

# MUBS NEWS LETTER

AUGUST Issue, 2021

## Design Academic Systems that give skills needed by Africans



**Prof. Waswa Balunywa- Principal MUBS**

Prof. Waswa Balunywa has urged African countries to design an education system that gives them the skills needed at the different levels in their economies.

He was delivering his commencement speech at the Mount

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### Gov't asked to Improve the Business Environment

MUBS Principal, Prof. Waswa Balunywa has called upon Government to focus on improving the business environment to stimulate production instead of using cash handouts as a stimulus. He was discussing about the post lockdown recovery for Trade, Industry and Commerce in Uganda on the national television, UBC TV, on August 5, 2021.

He emphasized that "if taxes can be revised, our entrepreneurs will quickly step up their production instead of borrowing to

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



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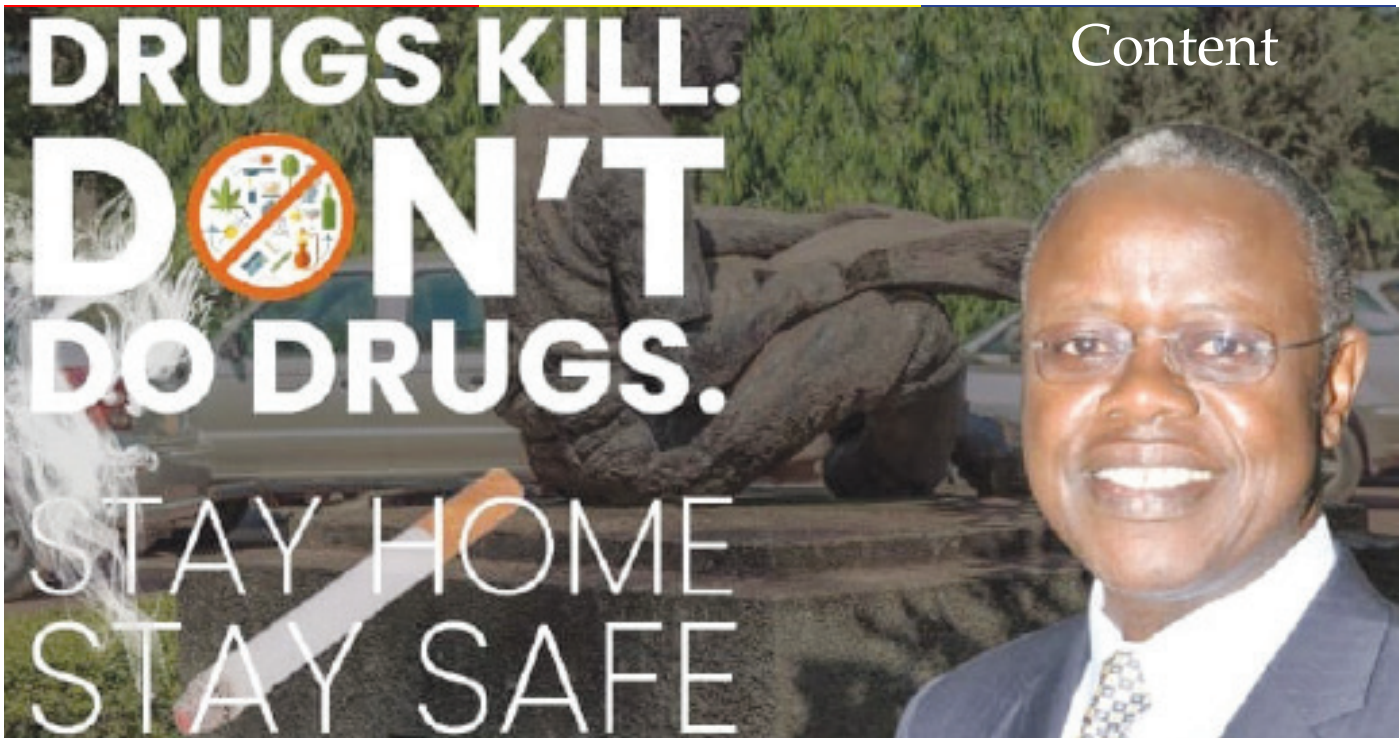
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### Ugandan Anthem

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 tuimrike Umoja wetuni  
nguzo yetu Idumu Jumuiya 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 Tujenge Jumuiya bora.

### MUBS Anthem

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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





## Getting the Youth ready for Tomorrow's World

In a world where everything is changing so rapidly, young people need the right mix of skills to thrive in the changing workforce.

The developments in artificial intelligence (AI), robotics and automation is transforming the way we live and work. Who knows, artificial intelligence may change society as much as electricity has done in the past 100 years.

For example, some machines have autonomy to display various forms of human intelligence and make decisions about workers

themselves. Many tasks that were once executed by people have become automated.

However, there is hope that, no matter how much natural language processing an AI system is equipped with, there will still be a lot of subjectivity that makes it hard for AI to completely replace humans in the office.

Therefore, students going through school today, must acknowledge that although academic qualifications remain important in the world of work, the world is facing complex global challenges like climate change and

health epidemics that call for people who can solve these problems. But employers time and again have expressed concern that the graduates they employ have deficits in professionalism and critical thinking/problem solving and sufficient oral communication skills.

This becomes timely in the new age of automation and economic change within which young people are coming of age.

Skills such as collaboration, problem-solving, planning for success, communication, social awareness, and personal mindset are much needed for success in life.

It is important that young people develop tangible skills that companies need in a clear way and also recognize the value and power that these skills give them, to allow them to thrive in the face of whatever the future of work brings.

Once students have built some of these skills to be successful in the 21<sup>st</sup> century, they need to continue applying and developing them in the context of an actual workplace.

**Erinah Najjingo**  
Editor



# Design Academic Systems that give needed skills by Africans



**MUBS Principal**

**Prof. Waswa Balunywa**

From page 1

Kenya University's 19<sup>th</sup> online graduation ceremony held August 10, 2021.

Prof. Waswa Balunywa, has urged African countries to design an education system that gives them the skills needed at the different levels in their economies.

He was delivering a commencement speech at the MKU's 19<sup>th</sup> online graduation

ceremony held August 10, 2021.

He noted that, "While the structure of higher education in a country depends mainly on government and government effort, professionals play a role in shaping education depending on the level of advancement".

Prof. Balunywa also emphasizes that unless

Africa integrates more, fixes corruption, takes all of its children to school, practices big agriculture and gets choosy on foreign capital, she will always be the laughing stalk of the world even in the post-Covid-19 era.

The graduation ceremony was held under the theme *"Equity, Diversity and Inclusion in Higher Education"*.

# Design Academic Systems that give needed skills by Africans

Prof. Balunywa decried the lack of emphasis on natural resources in the continent's education system.

He said, for example, East African region and the entire Sub-Saharan Africa have numerous water bodies around them, but there have been no studies in water resources that can be identified in primary and secondary schools not even in tertiary institutions. He said Africa is a vast potential in green energy, but little emphasis is placed on energy as a university course.

“This would be a major source of energy. Quite often, we mimic the developed countries in what they are doing, forgetting that we would create a better continent if we had studied our resources

He urged for increased focus on agriculture, which employs 60 to 90 per cent of the African population.

Focusing on the graduation ceremony theme: “Enhancement of Equity, diversity and Inclusion through Community Engagement”, he also called for increased funding



for bright but poor university students in the continent.

Relating further to the graduation theme; Prof. Balunywa further challenged Universities to embrace community engagement, come up with society-based projects and curriculum and strategies of tackling problems facing the local communities such as environmental degradation, conflicts, unemployment, dehumanizing poverty levels, youth radicalization and diseases.

He explained that, “when higher education institutions successfully integrate their programmes with the needs of the local, regional and global communities, it is only then that they become vehicles for the achievement of equity, diversity and inclusivity”.

The Principal also congratulated MKU students, staff and management for being recognized by the United Nations Academic Impact office as the SDG 10 HUB on reduced inequalities.



# Africa's problems are poverty, backwardness and technology



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Weekly Entrepreneurship Sessions

Date: Every Thursday of the week

Time: 7:00am - 8:00 am

Do not miss learning from experiences of other Entrepreneurs



Prof. Waswa Balunywa

MUBS Principal

Key speaker



Dr. Diana Ntamu

Speaker

Director MUBS EIIC



"The problems of Africa are mainly poverty, backwardness and delays in adopting new technologies. These are largely due to lack of or limited innovations", said Prof. Waswa Balunywa, during the entrepreneurship weekly sessions under theme, *"become a better entrepreneur"* organized by the MUBS Entrepreneurship Innovation and Incubation Centre.

He said most powerful innovations today are in digital technologies, invented by America and Europe and are already fostering development in their countries.

Africans can still make incremental innovations on top of these technologies. For example the internet was invented by the American army but many companies like Facebook, Google, Yahoo etc, have built their innovations on it.

Similarly, America invented air-conditioning system, the Japanese modified it and made it even better. Therefore, Africa can still take advantage of the existing technologies. Through incremental innovation, one can improve a process, a product or a service by adding small changes by refining or extending an existing design. Everyone should innovate wherever they are, the world still needs solutions to existing problems.

## Improve the Business Environment

From page 1



stimulate the same". It is going to be difficult for our products to be competitive when we are borrowing to produce and sale to the same markets as those countries we are borrowing money

from. In Uganda, taxes grow faster than the businesses as compared to a country like India. Therefore, Ugandans must develop a moral high ground in business if our products are to be competitive in the market.



# Climate change is the greatest risk facing the world



sustainable development in its development agenda, adding that climate change has been primarily as a result of emission of carbon dioxide in the air due to various human activities.

For example in the transport and industrial sectors among others and this impacts various resources leading to consequences like desertification.

There is fear that the world is consuming its trees at such a high rate that possibly in the next 50 years, there will be no trees to use in various manufacturing processes.

There is also fear that the water bodies may get dried up due to blockages for example today as Ethiopia constructs a dam along the Nile, there is fear in Southern Sudan and Egypt that they may not be able to exploit the resources of the Nile because of the construction of the dam that diverts water from the main stream as it flows down to the Mediterranean sea.

Prof. Balunywa further notes that what is most worrying

“We assume the world exists in an infinite manner and therefore the concept of sustainable development is one of the key things that are driving agendas in countries everywhere around the world. Unfortunately as countries and companies consume products, now and again we forget about sustainable development”, said Prof. Waswa Balunywa.”

The Principal made the remarks at the advance 4climate action dialogue, a Pre-COP26 event under the theme *“Appraising Actions and Commitments for Averting Climate Change Effects.”*

The Online event was held on August 4, 2021, by the Faculty of Economics, Energy and Management Science (FEEMS) in conjunction with the UK COP26 Presidency, International Science Council, and the Association of Commonwealth Universities.

Prof. Balunywa thanked the organizers of the dialogue and their continuous reminder on something so important in life.

He appreciated Norway for its wonderful concept of



swamps for settlement and industrialization hence destroying the future of the next generation, emphasizing the need for action on the use of swamps and afforestation in the country.

He commended some companies like the Madhvan group for the work well done in the area of afforestation especially in Mayuge area.

He also called on the government for enforcement and policy implementation both at international and national levels because everything largely depends on its efforts.

Prof. Balunywa called upon members to take action in ensuring environmental sustainability, expressing his disappointment on how people manage polythene bags (kavera) and the plastic bottles and called upon all members to take responsibility of a safe and clean environment by ensuring proper disposal of plastic bottles and polythene bags.

He emphasized that there is great role that needs to be played by the government in enforcing laws and implementing the various policies on environmental management.

Meanwhile, Mr. Alex Crook, the East African Climate and

### **Prof. Joseph M. Ntayi, the Faculty Dean chaired the sessions**

is that key developed countries like USA, China and Western Europe are major contributors to the catastrophe.

The rainy seasons are changing and today one is not so sure when the season starts and this change in climate has caused a change in the agenda of many countries.

The current USA President H.E Joe Biden has accepted that there should be an effort to avert climate disasters. Giving an example of Uganda today, when you traverse the country, you will find sacks of charcoal packed along various roads as a result of people cutting down trees. The country is endowed with various resources for example the Source of the Nile and the abundant 12 hours' sunshine that can be a great source of energy.

Prof. Balunywa highlighted that, cutting down trees is not a sustainable mechanism, and called for a change in the way the resources are managed especially forests.

He also lamented about the increasing reclamation of





### Floods on one of the roads in Uganda

Energy lead based at the British High Commission in Kampala in his keynote address reminded the audience of the Paris Agreement's goal of limiting global warming to 2°C and more preferably well below 1.5°C compared to the pre-industrial levels.

To achieve the long term goal, countries are supposed to reduce global GHG as soon as possible. There is specific collaboration in three areas i.e. finance, technology transfer and capacity building.

Mr. Crook also noted that there are multiple initiatives to help deliver mitigation goals including "the race to zero global campaign which is run by high level champions which aims at rallying initiatives and support from businesses, cities, investors and regions for a health resilience zero economic recovery that presents future threats, creates decent jobs and unlocks increased sustainable growth and it is also a good drive amidst the Covid-19 pandemic to rebuild economies back in a way that really reduces emissions.

UK supports vulnerable countries like Uganda to reduce emissions in building resilience in the following sectors; -

In Agriculture, 45 million pounds have been invested in Northern Uganda to transform the economy through Climate Smart Agribusiness Programme. The Programme is aimed at increasing resilience to climate change in more than 250,000 families and supporting small holder farmers to increase household income

Uganda has also been invited to be part of the COP26

Agriculture Technical dialogue and this will contribute to the experience and also get an opportunity to learn from other countries.

In the energy sector, the UK has funded the Global Energy Transfer Feed in Tariff (GETFIT) which is supporting Uganda to pursue climate resilience low carbon development

resulting to great poverty reduction and climate change mitigation. The Programme is supporting 17 small scale renewable energy project e.g. the Kakira sugar energy project.

The citizen infrastructure for growth in the Kampala metropolitan area for example, in the transport sector putting up the railway re-generation project and accelerating transformation into electric vehicles.

Uganda has also been invited to be part of the 4th Carbon zero emission vehicle round table for Africa which is linked to the COP26 in Glasgow later in November this year (2021)

The UK has also committed 3 billion Euros of its international climate finance for the next 5 years to provide



solutions towards financing for nature related projects for example in forestry, wetland conservation etc. The weather and climate services for Africa aimed at improving the Programme on quality, access and use of weather and climate for sustainable development in Africa.

There is also commitment for UK to double its financial support to 11.6 billion pounds. Mr. Cook stressed that despite the pandemic, climate change continues to rise up on the international agenda and is now seen as a global priority hence putting a lot of pressure on the UK Presidency which is leading by example, in the implementation of NDCs at about 68% and it was among the first economies to commit to the Agenda 2050.

Dr. Tom Okurut the former Executive Director of National Environment Management Authority (NEMA) said the global agenda for climate change is focusing on 2 key areas; mitigation and adaptation.

In Uganda, the emissions are negligible but faced by the emission from other countries especially the developed countries. Previous events show that climate change is real; in Germany, over 150 people lost lives due to flash



**Dr. Tom Okurut**

floods and China followed. Many people in Netherlands and Belgium were besieged with water. Uganda in 2020 experienced extensive floods in the entire Nile valley and some areas have not yet recovered for example Ntoroko and the L. Albert area. Three months ago, L. Victoria reached its highest level in history and districts around L. Kyoga are under water, and it's the common people who have suffered greatly by these impacts.

Government needs to build capacity of local people to cope up with the proposals that have been developed to adopt/ mitigate climate change for example in Burundi interventions were

made to reduce the amount of wood needed to dry fish. Locals were trained on how to use a newly developed oven which uses a quarter of the amount of wood previously used to dry the same amount of fish. In project scenarios, incidences where capacity has been built where local people have taken ownership of the project, results have been excellent.

In regard to financing, Dr. Okurut clearly highlighted that Government has to internalize the impacts of climate change in the national budget instead of always waiting for foreign aid. There is also need to extend climate change mitigation and adaptation funds and

initiatives to the ground level through Community Based Organizations (CBOs). This will help to overcome government bureaucratic tendencies and corruption hence improving service delivery and impact. In the forthcoming negotiations in Glasgow (November, 2021), there is need to see how financing strategies can be tailored to other non-state actors who can cause change with little monies.

Government need to design a system that ensures that funds reach the affected communities. Since the parish model has been rolled out as a medium of extending services to the citizens, there is need to embed climate change aspects too in the model.

In Uganda, if responses in the environment are solved 100%, we shall solve 75% of the climate change drivers so the parish model need to be used as a vehicle to transfer finance to the climate change projects at the grass root.

Technology transfer should be done through building capacity to the users at the bottom level.

At the country's level, there are institutions which should receive this but there are limited impacts created at the lower levels. There is need to train recipients so that

to avoid wastage of funds where people intending to get the funds have no idea on how to use it.

Dr. Okurut says, experiential learning is important for climate change success in other parts of the country. There should be models to others within the country. This will help people to adapt new technology as a solution to climate change

Mr. Bob Natifu the Assistant Commissioner Climate Change in the Ministry of Water and Environment highlighted that Uganda is operating under the UNFCCC and the Paris agreement mainly by focusing on three areas according to article 4 of the convention and these include;

Putting in place institutions responsible for coordinating climate change actions in the country. Formulating appropriate policies, legislations and plans that can aid the implementation of climate change as part of the commitments to the member countries

Action and measures to aid adaptation and mitigation as well as response to climate change

For the case of the institutions, Uganda put up the climate change department in the Ministry of Water and Environment



Mr. Bob Natifu the Assistant Commissioner Climate Change in the Ministry of Water and Environment

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**The ministry has also developed the climate and disaster risk screening for five sectors to mainstream climate change for example in the energy, health, transport, water and environment as well as agriculture, these are to check compliance in all projects that have been designed”.**

in 2014 responsible for coordinating climate change actions including adaptation and mitigation and also the national reporting obligation. There is in place the policy committee on environment which also doubles as the



**Floods in Kampala**

policy committee on climate change.

In terms of policies, there are currently 15 prominent policies, strategies and plans that have been put in place to tackle climate change and these include among others the National Adaptation Programme of Actions (NAPA), the National Climate Change Policy of 2015 that provides strategic interventions from the sectors in addressing climate change, the National REDD+ package for the country to reduce emission from the forest sector and also carbon credit related issues, and the Green growth development strategy among others. There is also a National Climate Change bill that is waiting to be accented to by the President to create an enabling environment for the implementation of the policies and programs that have been put in place to

strengthen coordination Actions and measures have been taken in regard to adaptation and mitigation for example the National Adaptation planning to respond to the medium and long term plans so far. This has been developed for agriculture and it is trying to act as a benchmark to advancing to the National NAP. The ministry has also developed the climate and disaster risk screening for five sectors to mainstream climate change for example in the energy, health, transport, water and environment as well as agriculture, these are to check compliance in all projects that have been designed.

Public awareness and education; a number of seminars, symposiums and conferences have been organized with the aim of improving capacity building. Uganda has also developed

its first, and second national communication and now doing its third national communication.

The communication must be done every after 4yrs in terms of providing current vulnerabilities, emissions and strategies to respond to adaptation and mitigation in terms of reducing climate change and providing information and actions needed to implement climate change programme.

In conclusion, Mr. Natifu highlighted on the major challenges that are being faced in adapting and mitigating climate change including financial constraints, limited capacity to report and monitor GHG emissions at the source, increasing vulnerability to climate change as well as loss and damage due to the impact of climate change among others.



# Nobody is interested in your degree, but what you can offer



Prof. Augustus Nuwagaba

“  
I used to clean  
toilets when I was at  
the London-school  
of Economics. I  
made money from  
cleaning toilets,  
what did I lose?  
Did I cease to be  
a student at the  
London- school  
of Economics?  
NO !!!, Nobody is  
interested in your  
degree, people are  
interested in what  
you can do,”

Prof. Augustus Nuwagaba an international consultant on economic transformation has assured MUBS students that employers are not interested in their degrees, but what they can offer.

He was addressing the students about pursuing a career in academics and building individual competitiveness, during the weekly online employer-employee engagements organized by the MUBS Career and Skills Development Centre.

Prof. Nuwagaba said individual competitiveness

through career development is achieved through decision making.

Career development is initiated from within and highly dependent on having clear interpersonal skills however there is a repulsion that comes from the outside environment. Therefore, before one takes a decision there is need to think twice.

He advised that, decisions need to be independent and it is important for parents and guardians not to spoil the career of their children because as parents there is

need to help children succeed in whatever careers they have chosen.

The second factor is choice. In career development, there is need to know that certain choices have got certain directions and that when you start your career its your choice to own it, defend it and do what you love and can.

Prof. Augustus advised students not to pursue careers simply because their parents are forcing them to do so but rather to do what they love and can.

He further advised students

to think beyond their disciplines because what works best currently is multi-tasking skills, multi-varsity skills. The world is not looking at your degree but at what you can offer. The employment world is looking for hands on skills mixed with development and academics, where the world is heading, people will be more interested in what you can offer or do and not qualifications. Whichever discipline you choose to pursue, make sure you are prepared and be a graduate of multiple

skills beyond one. "I used to clean toilets when I was a student at the London-School of Economics. I made money from cleaning toilets, what did I lose? Did I cease to be a student at the London-school of Economics? no !!!, nobody is interested in your degree, people are interested in what you can do.

The fourth attribute is individual competitiveness. Be prepared for success, be defined and build the capacity to be consistent. That is to say brand yourself, because it's

absence? Make sure you're that type of employee who adds value to the organization and others.

Work beyond competition, which he explained as "the Blue Ocean strategic positioning".

He also emphasized the Kairos attribute, the need for people to build individual competitiveness in career growth and development. "Kairos" is a Greek word meaning grabbing opportunities. For instance, when you are seated next to a person in a taxi, talk to him/her, create friendship, share business cards and make your presence noticed because sometimes, it can be an opportunity leading you to the next level.

Lastly the Kaisen" attribute, a Japanese word meaning continuous learning, innovation, sharing and improvement. Always learn something new. If you're not good in class then be good in sports. He emphasized the Kaisen" attribute, by sharing an African proverb, "the water you get from the neighbour cannot clean your hands well. So, fetch your own water", meaning you can't live on the skills of others, develop your own skills.



disciplines.

Thirdly, the need for skills-mix development or multi-task is important. Through multi tasking, you will be defined other than being a junk of all trees. You must have a niche, the world doesn't need graduates who can't multi-task, be able to do a number of things, have

the way people will define you. For example it is rear to see a Mercedes Benz used in advertising, why? it branded itself well and it is known for class worldwide.

The fifth attribute is the strategic fit, this is what you want to be known for. As an employee in an organization, what will people miss in your

# Leveraging on Communication Skills to advance your Career

Prof. Waswa Balunywa believes that leveraging what we have will help us overcome the challenges caused by COVID 19 and cope with life after the pandemic.

He was giving a key note address at the 8<sup>th</sup> weekly online Employer- Employee engagement organized by the MUBS Career and Skills Development Centre.

He urged people to embrace technologies presented by the 4<sup>th</sup> industrial revolution and to accept the new changes in communication because communication skills are key to everyone's success.

"It is us to create our future by knowing our objectives, having a vision of where we want to go and being able to leverage what we have to achieve in future", he advised. The Guest Speaker, Mr. Kasyate Simon Peter, Country Lead Program Communication MasterCard Foundation Uganda, said one needs strong interpersonal skills to navigate today's highly collaborative work environment.

Many employers also seek candidates who excel at problem solving and critical

thinking, as these skills can help to drive innovation. He also emphasized the importance of personal branding. "Be your own brand, you are addressed by the way you are dressed".

He stressed the importance of soft skills like effective communication that help one get a job or grow their career, self-confidence, mastering the art of listening, self-awareness and emotional intelligence.

People need to use social media to express and market themselves and communicate constructively. It's important to pay attention to yourself and always be consistent in what you do. Create the impression you want the public to know you for.

He further advised that you can make the public believe that you are an intellectual by just dressing like one.

In his closing remarks, Prof. Mohammad Ngoma the Dean Faculty of Graduate Studies and Research, urged participants to sieve out the negative talks when communicating, because it's through communication that one finds connections.



Mr. Kasyate Simon Peter



# University graduates should be recruited in the Police force

MUBS Principal, Prof. Waswa Balunywa has called upon the Uganda Police Force to re-embark on university recruitment.

He was giving his opening remarks at the 5<sup>th</sup> MUBS weekly online Employer-Employee engagement, organized by the MUBS Career and Skills Development Centre held on Tuesday July 27, 2021.

The Principal explained that recruiting university graduates will help police to get the much needed professionalism in the forces. Meanwhile, Assistant Inspector General of Police (AIGP) Asan Kasingye, the force's Political Commissar, a former police spokesperson and Interpol boss who was the Chief Guest addressed the students about pursuing a career in the Uganda Police Force.

The AIGP thanked the Principal for raising the idea and explained that the police force has 17 directories and recruits professionals from different disciplines.

Mr. Kasigye stated that the force needs professionals in tourism management,



accounting, audit, ICT, education, procurement, engineering, medicine, environment, sports science, human resources management, agriculture, law, mass communication, transport and logistics, oil and gas among others.

According to the AIGP, the police recruitment is on merit and all professionals are given opportunities for career growth within the force. He called upon young professional Ugandans to apply and join the force in the next recruitment to contribute to its transformation.

The AIGP acknowledged that the MBA he acquired from MUBS has greatly helped him in his service to the force.

## (AIGP) Asan Kasingye

The Deputy Principal, Prof. Moses Muhwezi advised the students that a bright future is a harvest of a good career decision.

The Director MUBS Career & Skills Development Centre Ms. Maureen Tweyongyere, says for university graduates to find employment after graduation, it takes deliberate preparation and planning. "Students need hands-on exposure to jobs, internships and volunteering opportunities," .

Ms. Tweyongyere explains that that's why MUBS runs an Annual Employer-Employee Exchange Programme to link students to the prospective employers.

# Leadership webinar registers 1,000 participants

The MUBS Leadership Centre weekly training sessions that started as a small zoom class on 4, July 2020, has since grown to a webinar attracting over 1,000 participants across the East African region and beyond. These sessions run every Saturday with the lead facilitator, Prof. Waswa Balunywa.

The Director Leadership Centre Ms. Regis Namuddu says the trainings are free and open to the public are intended to create and improve many leaders in the society.

Speaking during a webinar titled: *"How Leaders Manage Conflict"* in July 2021. Prof Balunywa outlined the different types of conflicts such as task, process (disagreement on how a task should be completed), personality (depending on people's styles and ego hence cause the difference in views), conflict within individuals , conflict among individuals and organizations.

It is important to understand the cause and type of the conflict in any working environment. It is the role of leaders to understand each

one, guide and empower people to realize their vision.

"Conflicts will always be there within organizations. All of us find conflict in our various roles. However, a number tend to deny it. The most important issue is understanding it and how to manage it."

Conflicts can be seen within a family, society or an organization as a result of people interacting and challenges arising from failure to agree to something.

"Conflicts are harmful, inevitable but necessary irrespective of how organizations are designed. It may be a change in status quo, creativity and innovation and encourages people to think beyond."

He refers to conflicts as a disagreement between two or more members of the group. These arise within organizations from the scarce resources that are competed for by various individuals and departments within the organization.

Prof. Balunywa notes that failure to manage these conflicts affects the



**Ms. Regis Namuddu**

profitability of the business.

"If you allow it to escalate, it affects the productivity of an individual which in turn affects the profitability and leads to the collapse of the business," he says, adding that they reduce independence and performance of the organisation and lead to fights.

## Promoted Professors and Lecturers

The School has promoted five (5) academic staff from the different faculties and departments to Professor and senior lecturer levels.

The promotions, according to the School Secretary Mr. Francis Yosa, took place in an academic process following a decision of a special meeting of the Appointments Board held on August 19, 2021.

The Board approved the promotion of Associate Professor Muhammed Ngoma, the Dean Faculty of Graduate Studies and Research to the position of



Prof. Muhammed Ngoma

a full Professor in School service.

The Board further approved the promotion of the following academic staff to the position of Senior Lecturer in School service:

1. Dr. Noah Mwelu;
2. Dr. Abbey Mutumba; and
3. Dr. Fiona Mulira.

Dr. Bumaali Lubogoyi, (RIP) was posthumously promoted to the position of Senior Lecturer. The promotions are a major boost to teaching and graduate training in the School.

## Staff whose work is highly cited

Congratulations to the following staff from the different facilities and departments whose papers are highly cited as AD Scientific. Keep shining and raising the MUBS flag high.

Prof. Joseph Ntayi, Dean Faculty of Energy, Economics and Management science
Prof. Stephen Nkundabanyanga, Head of Department Accounting
Dr. Geoffrey Mayoka Kituyi, Dean Faculty of Vocational and Distance Education
Assoc. Prof. Laura A. Orobia, Head of Department Accounting and Finance, Mbrara Regional Campus
Prof. Arthur Sserwanga, Senior Lecturer Department of Accounting
Mr. Juma Bananuka, Lecturer in the Department of Finance
Mr. Tukamuhabwa Benjamin
Prof. Ngoma Muhammed, Dean Faculty of Graduate Studies and Research
Dr. Rebecca Namatovu, Senior Lecturer in the Department of Accounting



# Mak. RIF Round three Awards for 2021/2022

Ten (10) of MUBS staff were among the 123 recipients of the Mak. Research and Innovations Fund (Mak-RIF) third round of funding for 2021/2021.

The awards were unveiled on Tuesday August, 17, 2021 at the ceremony presided over by the Mak. Chairperson of Council; Mrs. Lorna Magara. Present were; the Vice Chancellor, Prof. Barnabas Nawangwe, Deputy Vice Chancellor (Academic Affairs), Dr. Umar Kakumba and Ag. Deputy

Vice Chancellor (Finance and Administration), Dr. Josephine Nabukenya.

Mrs. Magara said she is confident the awardees would help drive the National Development Plan III (2020/21-2024/25)-NDP III. The Vice Chancellor, Prof. Nawangwe in his remarks noted that the 123 Awards under Round 3 would join 587 projects currently funded under Mak-RIF and together, enable each discipline at Makerere to contribute to Uganda’s development

and growth. “The potential within Makerere University is enormous and we must continue to harness it.”

Prof. William Bazeyo, Head Grants Administration and Management Support Unit (GAMSU) and Chairperson Mak-RIF Grants Management Committee (GMC), thanked the Ugandan government for funding research and innovations.

Congratulations colleagues

Dr. Isaac Newton Kayongo, Sustainability and self reliance model based scaling up the uptake of Liquefied Petroleum Gas (LPG) among household in Uganda .
Ms. Namubiru Bridget, Redefining Mentorship In The Era Of Crisis: Responding To Healthcare Service Delivery In Grade IV And III Healthcare Centers Through Digital Mentorship.
Dr. Diana Ntamu, Implementing a complex Innovative M&E tool; The Dynamic Project Trajectory Tracking Tool to track projects in two selected Colleges of Makerere University
Mr. Frank Kabuye, Electricity Access for All: Exploring alternative options for Electricity accessibility in Uganda
Ms. Rachael Daisy Mirembe, Re-imagining Real Estate Education In Uganda
Dr. Saadat Nakyejwe Kimuli, Exploring the potential of industrial symbiosis as an innovative strategy to foster sustainable entrepreneurship of micro and small enterprises in Uganda.
Dr. Juliet Wakaisuka, Credit Risk Management and Loan Performance of Financial Institutions in Uganda
Dr. Edith Mwebaza Basalirwa, Digital Tools for Youth Entrepreneurs living in Slums
Mr. George William Mugerwa, Inspiring young ladies into new ventures by profiling young women in vocational and technical employment
Ms. Maureen Basuuta, Community Based Health Insurance; An Alternative to Health Care Financing in Uganda

## Staff turn up in big numbers for vaccination

On August 17, 2021, MUBS Jinja Campus staff received the second dose of AstraZeneca vaccine.

The Campus Doctor Dr. Patrick Ajuna together with the administration headed by the Director Ms. Veronica Mukyala and the Campus Administrator Ms. Saunders Warda made arrangements with the medical staff from Jinja regional referral hospital to have the vaccines brought at the Campus.

The staff turned up on time and in big numbers. Ms. Fatuma Mutesi, a staff attached to the cleaning section thanked the Campus doctor and the School administration for considering the staff first for the vaccine. The director advised the staff to continue observing SOPs, much as they are fully vaccinated.



## Declaration pressure hits Jinja Campus

On July 30, 2021, the Inspectorate of Government conducted an online training for all public servants to enable them declare their wealth by close of business August 7, 2021.

At the Jinja Campus, the situation became tense towards the closing date of August 7, 2021. Staff were seen moving up and down consulting for help. Computer genius, Mr. Barasa Emmanuel, Campus Registrar and Mr. Thomas Elipu an Office Assistant were the kings of the day as every body rushed for their rescue.

## MUBS' Student carries Gaddafi F.C to UPL

MUBS' Coach Hassan Zungu, has led his team, Gaddafi football Club to the 2021/2022 star times Uganda premier league after defeating Pro-line FC in the Uganda Premier League finals played on August 17, 2021 at the FUFA Technical Centre, Njeru.

Zungu who is pursuing a Diploma in Business Administration at MUBS Jinja Campus, is the coach for



Hassan Zungu

Gaddafi football club, Jinja .

Goals from Steven Munguchi and Frank Mulimi made Gaddafi football club qualify for the league.

The team joins Arua Hills SC and Toro United FC as the three teams qualified to the 2021/2022 StarTimes Uganda premier league.

Congratulations Zungu and the entire Gaddafi FC team and Management.

## The fourth solution; the vaccines

In part IV we discussed the solutions to the Coronavirus pandemic. In this part we continue with the discussion of solutions. This leads me to the fourth solution, the vaccines. Vaccines have been developed by Scientists as a means of preventing people from being infected by a certain disease.

The world has vaccines for flu, polio, tetanus, hepatitis B, mumps among others. According to the Centers for Diseases prevention and Control CDC, a vaccine contains the same germs that cause the disease, but they have either been killed or weakened.

When a Vaccine is administered to person, the body develops an immunity to the disease, thus reducing the chances of infection. Viruses are infections that spread very quickly and can be dangerous to mankind. To prevent them from killing people massively, vaccines are developed against them.

Coronaviruses have always existed, however a new strain appeared in Wuhan, China in November 2019, it was termed as COVID-19; Corona (Co) Virus (VI



Disease(D) 2019 (19). COVID 19 has disrupted the world tremendously, because of its dangerous effects, countries had to take preventive measures by declaring lockdowns to slowdown the rate of spreading infections as long term solutions were being explored. A Vaccine is believed to be long-term or lasting solution and the vaccine for COVID-19 was found.

Developing a vaccine is a process, it takes time, between 5-10 years and sometimes longer. According to public information, the COVID-19 vaccine was produced in less than a year! HIV AIDs has been with us for 30 years, there is no vaccine! This reveals weaknesses in our political

systems and global priorities. COVID-19 vaccines are thus riddled with controversies.

At the beginning of 2020, varying information was floating around about the virus and the vaccine. Let's starts with the one where the virus was intentionally produced to create a market for vaccines for the big pharmaceutical companies. In fact, it is reported that in the first quarter of 2021, the pharmaceutical companies declared dividends worth US\$ 26 billion to shareholders! This money is believed to be enough to vaccinate the whole of Africa. All this coming from the sale of vaccines! So if the virus was created for purposes of making a vaccine to make money; well, people





have a high HIV infection rate compared to other places in Uganda. The stories which emerged from folks from the region associated HIV with vaccinations. It is said that some families were wiped out after vaccination. This changed peoples' attitudes and yet scientifically, vaccination it is supposed to solve the problem.

When the vaccine was introduced in the country there was this feeling that it was not a good thing. The comments on social media were anti-vaccine. The reaction of Ugandans was predictable, they rejected the vaccine. With a new vicious wave, they have started looking for the vaccine! It is important that this is clarified properly to the ordinary Ugandans.

The third is that certain individuals believe that the world is overpopulated, and that one way to reduce the population is kill some people off. What better way to do this than through a mass vaccination? With a mass vaccination, the perpetrators have access to many people. In an article on Reuter of March 30, statements attributed to Bill Gates and Klaus Schwab on this issue were refuted.

are making money and at the expense of others, with illnesses they did not bring to themselves.

It is also rumored that the vaccine came out much earlier than what we know publicly?! I love rumors, they make up anything. That means that the virus was created intentionally. But who knows, who can confirm this? You need an article from the British Journal of Medical Science. That is one part of the vaccine stories, why it was created, nobody can confirm.

So this year, the government of Uganda was able to get a vaccine. It is reported that 864,000 doses of the Astra Zeneca Vaccine were

procured for people in the priority sectors. That is those in essential services like Medical, Security, and Education. The people who continuously interact with others. Vaccines in Uganda are controversial, so yes the vaccine was received with skepticism by the public because there is a "history" about vaccines in this country which is reported to have been associated with HIV AIDs.

An article by Mafigiri, Matovu and Wanyenze (2017) that appeared in BM Public Health states that HIV first appeared in Uganda in Kasensero and Lukonyu in 1982 in Rakai district. Rakai has always been known to



are not sure; the evidence is not firm. I know two people who actually died after the two shots. On the other hand, these were old people with underlying medical conditions! Argentinian President Alberto Fernandez tested positive after receiving two doses of vaccine.

Most of this is information circulating about the Astra Zeneca vaccine. You can never tell whether they are competition vibes or real genuine conclusions. When you hear what is being said you wonder, why is the vaccine actually being used? Another controversy is, where is the Vaccine made?. The world is full of politics, competitive geo-politics. The Western countries are competing with China and Russia. When the Russian Vaccine Sputnik V came out, the Western press reported that it was not effective. When the Chinese Vaccine came out, the Western Press also reported that it was not effective.

It is alleged that, the Chinese will not give you a Visa, unless, you have been vaccinated by the vaccine made by them. Even within the Western countries, it is said they will not grant you a visa unless if you have been vaccinated by vaccines

Another conspiracy theory is that some people want to be able to control everybody in the world. To reiterate, access to millions of people can be gained is through vaccination. The idea is that during vaccination, a chip would be inserted into a person, this chip would then be used to keep track of the person in order to know where they are and what they are doing at any given time. Further to this claim is that, after vaccination when you put a coin at the site of the injection there should be some kind of magnetic pull, which indicates that you have a chip in your body.

All these theories go towards creating confusion in the population especially the well-educated population. For the peasants, they really don't understand this. Yes, some of them feel that the vaccine has been made to

kill them, but they also know when the government says get vaccinated, they will get vaccinated. Indeed, there is need to vaccinate Ugandans. Irrespective of all the conspiracy theories. Another more recent controversy, after getting some people vaccinated is that the vaccine does not work, that it doesn't prevent you from getting infected! Indeed, some people who have been fully vaccinated have fallen sick and some have died.

In addition, some news is going around that you may be required to get an additional shot in the future on top of the "full vaccination", let's call it a top up. You will find all kinds of videos talking about the vaccine and its impact. Does it cure? Of course, it doesn't cure, vaccines are not supposed to cure. They are supposed to prevent. Now, does it actually prevent? We



from the West! What is interesting is that even within the Western Countries manufacturers of the vaccines are controversial. Who the manufacturer is. Is it Pfizer? Is it the competing company Janssen? All these are controversies about the Vaccines and the person who suffers is the ordinary poor man, who doesn't know the impact of the Vaccine and whether it works or not.

This creates an additional problem for the world. More so for the poor Africans who have to seek everything from abroad. Not only to get the vaccine but also to borrow money to buy the vaccine! A drug, wherever it is produced should have a degree of effectiveness which has been tested with time. The problem with the Coronavirus vaccine is that it has not been tested with time as it is said, it takes about 10 years to produce one. So if a vaccine is produced in less than a year, then it creates doubt about its effectiveness. These are some of the controversies about the vaccine. As indicated, vaccines are the long-term solution to the challenge of the Coronavirus and indeed any other diseases that the world frequently faces.

**To be Continued in Part VI**  
**By Prof. Waswa Balunywa,**  
**PhD**

## Blood clot and its prevention

Clotting is necessary to prevent excessive bleeding. Naturally, the body will form clots to plug any holes in the blood vessels which usually happen after accidents or trauma.

Some people have a genetic condition where they can't clot and can often bleed to death from a simple cut. This is called Hemophilia and is very rare.

All the blood from the body and especially the lower limbs returns to the heart before it's sent to the lungs to pick oxygen. Clots which commonly form in the calf muscles of the legs( Entumbwe) will move to the heart( sometimes getting bigger along the way ) and block the vessels in the lungs causing Pulmonary Embolism. This is because blood vessels get bigger as you move from the legs upwards and the heart is like a big muscular blood vessel. Only the vessels of the lungs become small on this journey of the clot.

### Prevention:

1. Improve blood flow in your legs to avoid stasis. If you sit for long periods of time or are traveling for more than 4 hours, get up often, every 45-60 minutes and move around if possible. If not, do leg exercises or stretches by raising your legs on your toes and tightening the calf muscles.
2. If you get any swelling, tightening, redness, pain especially out of proportion in the calf muscles after no trauma or even mild trauma and in ONE leg, see your doctor immediately.
3. Ambulate as soon as possible after surgery and for some surgical conditions, blood thinners or drugs to prevent clots will be prescribed for you.
3. Wear loose comfortable clothing.
4. Avoid smoking.
5. Avoid alcohol and medicines that will make you sleepy while on long trips as they can prevent you from moving around.
6. Wear compression stockings if you have a high risk.
7. Get an annual general check up and more often if you have diabetes, hypertension, cancer, heart disease and a family history of clots or sudden death.

**Dr. Guloba Umarashid**  
**Health Centre Services**



# Bagire vs Bagiire: When a single ‘i’ makes the difference”



**Prof. Vincent Bagire, Deputy Dean Faculty Of Graduate Studies and research**

I am showered with congratulatory messages for becoming a “Permanent Secretary”. The last time was about seven years ago. The President in Exercise of his authority appointed new Permanent Secretaries (PSs) and shuffled some in 2014. A staff of MUBS in the department that I headed at that time, was appointed a PS for the Ministry of Energy.

On the same list a similar name to mine appeared as PS for the Ministry of ICT.

Immediately calls flowed. I was baffled a bit having missed the news bulletin. Not likely that the President could appoint me PS without a prior notice.

The scenario has reoccurred. A staff from the Department of Economics at MUBS has been named PS Ministry of Finance. On the same list a name similar to mine appeared as PS Ministry of Foreign Affairs. Up to midnight Thursday July 15 2021 messages poured in;

**“When a single ‘i’ differentiates our names, it may pass in administrative interactions but in computer code it would not. When I explain that my single ‘i’ reflects Bunyoro and double ‘ii’ is its cousin in Busoga friends tease it off as an artifact of historical distortion of our cultural heritage”**



**Mr. Vincent Bagire is the newly appointed PS,  
Ministry of Foreign Affairs.**

calls, SMS, whatsapp, emails; when close family friends hit on my phone engaged, they dialed my wife to be among the first to share the excitement. Instead, as an archetypal academic, I was stuck on my desk polishing a manuscript for an Elsevier journal.

I picked a few calls and responded to some messages to share the “bad news”. I had done the same seven years ago. I was not the new PS Ministry of Foreign Affairs! I reached for my phone to send him a congratulatory message; but as a student of management, I turned to

writing this blog. I will text or call him later.

Using the principle of story telling I am sharing this brief narration in order to communicate lessons, complex thoughts, concepts, and causal connections that at times we take for granted in organizational life.

When a single ‘i’ differentiates our names, it may pass in administrative interactions but in computer code it would not. When I explain that my single ‘i’ reflects Bunyoro and double ‘ii’ is its cousin in Busoga, friends tease it off as an artifact of historical distortion of our

cultural heritage. But many students have had a bitter piece of it; they have redone the cover page of their bound dissertations for this seemingly small error when I decline to sign. I also don’t sign when they omit a second ‘n’ in our first name. Our first name is Vincent! They look at me in astonishment; humbly turn away to go and meet costs for a single ‘i’.

I have received calls from government agencies inquiring on ministerial matters; my reply is usually simple, ‘I am not yet the PS, but a humble academician at MUBS’. My double namesake may also have received misdirected calls.

In management teaching, this simple story plots themes of life, values, priorities, concerns, interests and experiences that create patterns. A simple lesson is to discover what this means to myself and my double namesake, communities that we serve and peer to peer architecture where our names matter; what could be the consequences; is there any vulnerability?

**Vincent Bagire is an Associate Professor of Management and Deputy Dean, Faculty of Graduate Studies and Research at MUBS**

# Financial Literacy for Young Adults

I guess the biggest question is WHY? As children, we learn by modelling what our parents and other influential people in our lives do. I have had a pretty awesome life if I must say. Given a lot of chances to grow up as an independent woman. A great deal of the decisions I make in life are by myself for myself. Just like most people managing money was not a discussion we had with our parents.

I think talking about money in African societies is taboo. My friends and I talk about how much we have for a night out or lunch but never how much we have for the month as a whole. Contrasted to most African children in developed countries, they start working at the age of 15, pay their college tuition fees and usually at the age of 18, they are not expected back in their parents' house.

In Uganda for instance, parents still fund you till the age of 28. You are not allowed to move out (mainly girls) till you are married. This usually means as young adults hitting the next phase of life we do not know much about managing money. All we know is spending. When



we get jobs, it's all about spending to sustain a lifestyle that was being funded by our parents who are usually richer than us. So how do you expect to get wealthy like this?

I started this training series, on Facebook and blog to encourage people to start having money conversations. Have them with your children, siblings and friends. The concept of creating wealth when understood is simple, it is the process before you start doing so. Having a regular income from your job or side hustle is good but you cannot save your way to wealth.

In this training series I discuss some of the barriers to poor

planning & saving which I believe are the two biggest problems when it comes to creating wealth. Letting go of wanting to look rich so you can actually get rich in the future.

To invest is to commit time, money and energy for future economic gains. Investing is risky and should not be done before you have back up savings in case something goes wrong. Most people live their lives assuming everything will be the same, which is not true.

The world is dynamic the only thing constant about it is change.

In this series you are guided on how to create an emergency fund for these uncertain times. We also talk about the different investment vehicles because it is not only about putting money in physical businesses and you having to run it. You can also earn passive income, which is the easiest way of getting wealthy. Join us for the next cohort as we share wealth building experiences. Dates to be announced soon.

**Aminah Balunywa**  
Finance Lecturer- MUBS



# Service co-creation on social media: varieties and measures among non-profit organizations

Little is known about the variations in service co-creation on social media, despite the resource integrating capabilities and co-creator roles afforded by these platforms. The gap is even more troubling in the nonprofit sector, where leveraging public interaction on social media is prevalent and vital to charitable and philanthropic endeavors. Arguably, such interaction is embedded in resource integrating activities leading to nonprofit service co-creation. This paper reports the forms, dimensions or service co-creation measures enabled by social media use in the nonprofits' sector.

We conducted a sequential exploratory mixed methods design. First, the authors interviewed 19 social media managers in education, health and social service nonprofit organizations to identify the varieties in service co-creation realized. Second, the authors surveyed 73 non-profit organizations on social media and gathered 267 useable responses, which



were used to analyze and validate the identified forms of service co-creation.

We found that non-profit organizations realize up to seven forms of service co-creation using social media. These include co-ideating to tweak service ideas, co-diagnosing social needs and problems, co-assessing service events, co-transforming services to targeted communities,

co-advocating for community and service reach, co-resourcing in service delivery, and co-experiencing through a pool of diverse service experiences.

This study develops a reliable and valid multidimensional measure for nonprofit service co-creation enabled by social media platforms. Theoretically, this study offers a nonprofit service co-creation model to drive nuanced explanatory research and service co-creation perspectives in other contexts and engagement platforms. Managerially, this research illustrates the variations in service co-creation, which inform the strategic value of social media to nonprofits and will assist nonprofit practitioners in planning and evaluating their service co-creation outcomes.

**Dr. Fatuma Namisango**  
ICT Lecturer- MUBS

# Students get food from FAWE Uganda

MUBS students who stayed in their hostels during the second lockdown have been supplied food and other items from the Forum for African Women Educationalists (FAWE).

A total of 282 students stayed in their hostels since June 2021 when the second lockdown was announced by the President.

Deputy Principal Prof Moses Muhwezi, appreciated FAWE for responding to the School's outcry. He said the School was aware of the students' needs, as it was brought to management's attention by the students' leaders.

"I Know students want to stay in Kampala during the holiday because they do not want to dig, but this time they have had a challenging time and I guess they have come to appreciate that village life is better than town life.

FAWE and the MUBS Women's Forum, whose activities are coordinated under the MUBS Career and Skills Development Centre, the School through the Forum offers scholars to FAWE to support education for the girl child.

Addressing students, FAWE Chief Executive Officer,

Suzan Tumusime Okot, said that FAWE's mandate is to champion girl's education by fighting all aspects that prohibit girls from completing their education.

The Guild President H.E. Robinson Ogwang explained some students were unable to go back home because they had contracted the virus and feared to spread it to their families so they decided to stay in their hostels.

HE. Patience Nuwenyine, the Guild Vice President said, "Some students had to shift from their hostel and started staying like four in one room. They could share meals and this was usually done once. It has been rough for the female students because many could not even afford to buy sanitary towels".

The students' leadership identified a total of 75 students who were in dire need were given the items.

The relief items included sugar, rice, soap, and sanitary towels for the girls. "We call upon other organisations to come and rescue the students. We have over 100 students that are still in need," said, Ogwang.





# Living with disability while studying



Mr. Daniel Hirale

**“Being a person with disabilities, does not mean I am disabled, my brain and hands are normal. I own a small technical workshop making leather crafts, bags and belts, from which I raise tuition”**

One of the greatest challenges a person with disabilities will experience is discrimination especially from peers.

Mr. Daniel Hirale a student with disability pursuing a certificate in Business administration at Jinja Campus shared his

experience.

“Living with disability is so challenging as most of us who are physically impaired lack self-esteem, brought about by the environment in which we live. For example when people see me climbing on the boda boda, they look at it as a miracle yet its normal.

In the field of education, people with disabilities are looked at as second-class citizens especially by our own parents. I come from a humble background, I used to walk 5km daily to and from school and to make matters worse, my school fees was always paid last because I was looked at as a person with no future.

I was forced to hustle and push on with life. Because of that discrimination I am determined to sacrifice the little I have to get business knowledge to see to it that I fulfill my dream of constructing a technical institute and an orphanage home to help persons with disabilities.

Being a person with disabilities, does not mean I am disabled, my brain and hands are normal. I own a small technical workshop

making leather crafts, bags and belts, from which I raise tuition and put food on my table along side taking care of my family.

I am currently employing 5 youth with disabilities and they are no longer begging on the streets. Most employers look at persons with disabilities as incompetent yet we can do 90% of what a normal person does. Employers need to change this attitude.

In the same way, I call upon parents who have children with disabilities to always take care of them, love and educate them so as to give them a great future.

And to the general public out there, all of us are God’s creatures, treat everyone including persons with disabilities equally.

We appreciate the Campus for putting up structures which are user friendly to persons with disabilities, that allow easy rolling of wheel chairs and for allocating us special washrooms. Thanks for prioritizing persons with disabilities in your offices, we are served first and with respect.



# MUBS Undergraduate Programmes

## BACHELOR PROGRAMMES

Bachelor of Commerce

Bachelor of Science in Accounting

Bachelor of Science in Finance

Bachelor of Real Estate Management

Bachelor of Business Administration

Bachelor of Entrepreneurship & Small Business Mgt

Bachelor of Human Resource Management

Bachelor of Leadership & Governance

Bachelor of Business Computing

Bachelor of Office & Information Mgt

Bachelor of Arts in Economics

Bachelor of Business Statistics

Bachelor of Transport & Logistics Mgt

Bachelor of Procurement & Supply Chain Mgt

Bachelor of International Business

Bachelor of Travel & Tourism Management

Bachelor of Leisure & Hospitality Mgt

Bachelor of Catering & Hotel Management

Bachelor of Science in Marketing

## DIPLOMA PROGRAMMES

Diploma in Business Administration

Diploma in Accounting & Finance

Diploma in Procurement & Logistics Mgt

Diploma in Human Resource Mgt

Diploma in Entrepreneurship & Small Business Mgt

Diploma in Computer Science

Diploma in Hotel & Restaurant Business Mgt

Diploma in Business Computing

## CERTIFICATE PROGRAMME

Certificate in Business Administration