



The

MUBS

NEWS LETTER

December Issue, 2020

MUBS Wins UGX. 8 Billion grant from NORAD



The lead researcher and the Dean Faculty of Graduate Studies and Research MUBS, Prof. Muhammed Ngoma

Makerere University Business School lecturers in partnership with the University of Dar es Salaam (School of Business and Economics) and the Norwegian University of Life Sciences in the Norway have won UGX. 8 billion from NORAD.

The lead researcher and the Dean Faculty of Graduate Studies and Research MUBS, Prof. Muhammed Ngoma says, "We have indeed won this prestigious grant again. Our project titled "Energy Economics, Governance and Research Competence Building (EEGREC)". This time is a tripartite partnership between Makerere

University Business School, University of Dar es Salaam (School of Business and Economics) and the Norwegian University of Life Sciences in the Norway - running for a period of six years. Thus the 8 billion UGX equivalent will be utilized by the three partnering institutions equally. The grant will involve staff of University of Dar es Salaam enrolling to the MUBS PhD programme in Energy Economics, developing a Bachelors programme in Energy Economics and Governance,

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Presidential Candidate Visits The School

The youngest Presidential Candidate in Uganda's history and a MUBS graduate, John Katumba, paid a courtesy visit to the School on December, 3rd, 2020, as he continues his nationwide campaigns ahead of the elections in January 2021.

He was received by the Deputy Principal Prof. Moses Muhwezi and the In-Charge, MUBS Alumni Office Ms. Mary Mirembe. He shared his political journey with the MUBS community. Prof. Muhwezi encouraged him to keep going, stay strong, remain focused on his goal and of course to keep safe.

Katumba who is aged 24, graduated with a Bachelors Degree in Transport and Logistics from MUBS in 2020. He is a beneficiary of the amendment of the Constitution in 2017, which removed the lower and upper presidential age limits that was locking out persons below 35 and those above 75 years old.

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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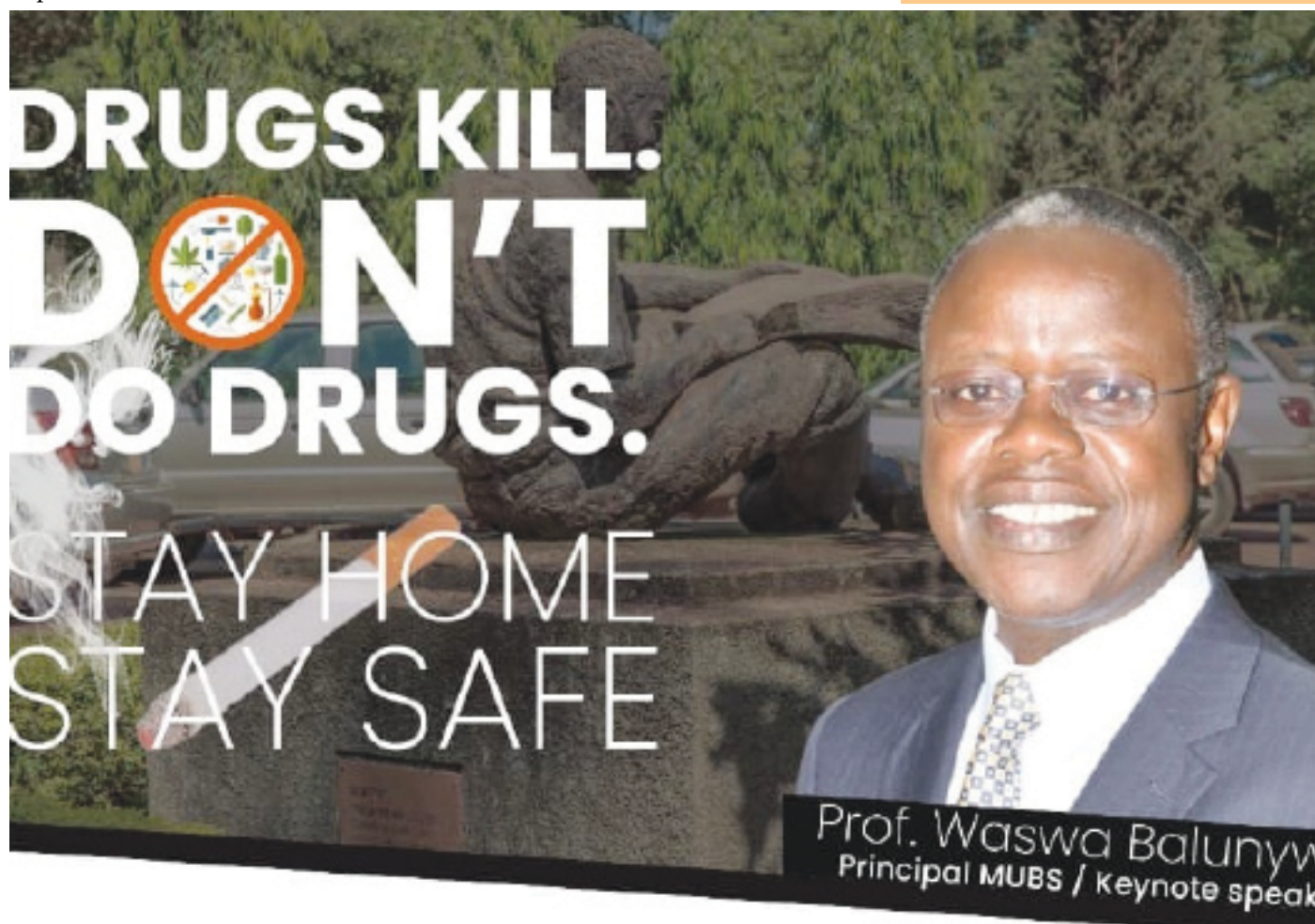
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Some Lessons picked from the corona virus crisis



Erina Najjingo- Editor

2020 has been a year not easy for any of us, we have lost loved ones, jobs and some companies have shut down. It has been a year of uncertainty, a year that will always remind humanity to never take things for granted. But knowing and reflecting on the truth that until the end of time, the sun will set and rise upon us, warming us up for a new beginning, will make a great way to start 2021.

The year 2020 was infected by a deadly virus that has taken away over 1.5 million lives. It brought the

whole world to a standstill, it spared no one worldwide, regardless of age, status, or designation. It has impacted children as much as it did to the elders. But it taught us all a valuable lesson.

The experience of lock-down has been an awakening, it taught many of us to think and do things differently. We worked from home and left ourselves to Zoom meetings and I don't think many people would want to go back to the five days in the office with the heavy traffic jam on our roads. What does this mean?, Embrace the change, be innovative, get out of your comfort zones, try new ways of working so as to remain relevant at your work place. Indeed, tough times don't last, but tough people do." It will get better, let us face it.

Never take anything for granted. The amount of loss we have seen in 2020 has been truly unprecedented. We have also lost things that were more personal to us like close human interaction. We don't get to go to places like we used to or even sit down in places of worship or at a restaurant comfortably. This

is a great reminder to always be grateful for the things we take for granted that we get to freely enjoy. Whatever we have can be taken away at a blink of an eye. Therefore, let us appreciate others and the small things we overlook. I see that now more than ever.

2020 was a time for self reflection. Most of us are driven by our calendars and do not have time to stop, breathe, reflect, and then grow? 2020 showed the significance of stopping and taking care of your star player, "who is you". When everything around us was forced to slow down, the opportunity to think of the future and discover individual areas needed to grow was presented. By reflecting on our actions, we were able to determine a better path forward.

During these dark days, technology more than ever proved to be the light of hope for all of us. It kept us connected, informed and educated. There is no shortcut any more, we must adopt technology to solve our problems. 2020 created a new era of creating jobs rather than looking for them.

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 neighbors 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

1. Ee Mungu twaomba ulinde
Jumuiya Afrika Mashariki
Tuwezeshe kuishi kwa amani
Tutimize na malengo yetu.
- Chorus
Jumuiya Yetu sote tuiinde
Tuwajibike tuimarike
Umoja wetu ni nguzo yetu
Idumu Jumuiya yetu.
2. Uzalendo pia mshikamano
Viwe msingi wa Umoja wetu
Natulinde Uhuru na Amani
Mila zetu na desturi zetu.
 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 Confidence
You give Energy, Strength and Determination
We uphold your Splendour
Enabling the future of your clients

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

MUBS Wins UGX. 8 Billion grant from NORAD

Review of the existing Energy Economics programmes, Establishing an Energy Economics Modeling Centre, Annual Energy Modeling and Research Boot Camps between MUBS and University of Dar es Salaam students and establishing the International Association of Energy Economics East African Chapter. We expect a number of academic staff to benefit from these activities”.

Prof. Ngoma says they have also signed Memorandums of Understanding (MoUs) with local partners, “I am happy to mention that we have secured MoUs with local partners like; Parliament of Uganda, National Environment Management Authority, (NEMA), Electricity Regulatory Authority (ERA), Uganda Bureau of Statistics, (UBOS) and Kiggumba Institute of Petroleum Studies to conduct joint research in different topical issues

affecting the energy sector and the environment at large.

The MUBS team behind this great project include;

- Prof. Muhammed Ngoma, the Overall Team Leader
- Mr. Bosco Amerit, Lecturer and Project coordinator
- Dr. Livingstone Sennyonga - Energy Economics expert
- Dr. Ronnet Atukunda, Head of Department of Economics and Economics Expert
- Ms. Florence Nakajubi, Lecturer and Finance and Accounting expert on the project
- Mr. Julius Opiso - Finance and Accounting expert on the project and

We acknowledge support from the Norwegian University of Life Sciences and Prof. Olvar Bergland and the team from University of

Dar es salaam (Business School) namely Prof. Razak Lokina, Dr. Beatrice Mkenda, Dr. Onesimo Selegio, Dr. Remidius Ruhinduka, Dr. Steven Kirama and Dr. Gerald Leseri.

We also appreciate the support and cooperation from MUBS Council, the Principal, Prof. Waswa Balunywa, Deputy Principal, Prof. Moses Muhwezi, School Secretary Mr. Francis Yosa, School Bursar's office, the Human Resource Directorate, Procurement and Disposal Unit, Strategy and Projects, Grants Writing Office, Internal Audit and Quality Assurance Directorate. These offices have been instrumental in providing and signing the necessary documentations as and when required by our Norwegian funders for both the project we are concluding and the incoming project. Together we can get MUBS to greater heights.

THE NEW NORMAL



Wherever you are, whether at work, home or school, you can help prevent #COVID19.

Remember to wash your hands frequently with soap and water or alcohol-based hand rub.

Principal's Christmas Message



Prof. Waswa Balunywa, Principal

It has been a unique year 2020. A year that started off well with all our new year resolutions to do better, to do well and excel at things and many other wishes. But the corona virus shuttered all that. It is a year where our academic year was extended, 2019/2020 will go into 2020/2021. A very unique, a year! When everything else has been put off because of the corona virus pandemic. A year when many people died especially the Senior Citizens.

We thank God for our lives and we thank God for the lives of those people who succumbed to COVID-19. We thank God for enabling us to continue to stay safe and we thank God for all He has given us during the course of this very unique year. For some time, we have been in the lock down. We were unable to pursue our activities as we ordinarily do, the teaching and examining and all those things that we ordinarily do in the case of the year, those that did, carried risk with them.

We missed our graduation ceremony, we were unable to have recess semester simply because of the lock down. It has been a unique year and hopefully as we emerge from the year into the year we pick the lessons and be able to move ahead.

While the lock down was on going, we started using zoom to conduct meetings and MUBS took lead in zoom meetings. Various Faculties, Departments and Units started having their monthly zoom meetings to be able to interact with students, staff and outsiders. I would like to thank those who have been able to be active in these meetings for being able to represent the School in various ways. Of course we continue to have the challenge of the Person to Holder, we hope this will be overcome in the very near future to enable us create harmony in the institution which otherwise we are unable to have. As we conclude the year therefore, we thank God that He has kept us alive and we now need to make new resolutions for the new year. The new year is going to be unique because we will be starting the academic year 2020/2021 in the year 2021.

This has challenges and it has responsibilities on us which we must be able to fulfill.

I wish everybody a Merry Christmas and a Happy New Year, I hope that in the new year we continue to safe guard ourselves and to search for new opportunities, continue to hold the institution as the leading institution and the benchmark for Business and Management Education in the region.

I thank everybody for the wonderful job they have done. For those where we have had challenges, we seek for your forgiveness. Thank you everybody.

May God Bless you, have a Merry Christmas and a wonderful new year.



Observe Covid-19 SOP's



Dear Colleagues,

Congratulations, we have come to the end of 2020. The year 2020 came with the COVID-19 pandemic which has been a challenge to the

universe, Uganda and MUBS. The Lord be blessed for preserving our lives as the MUBS community.

Many of our colleagues registered achievements during the year. I do celebrate with you. My heart goes out to all colleagues who could have faced numerous challenges including loss of dear ones. I stand in prayer with you.

The end of year holiday involves traveling back to our respective upcountry homes to meet with our relatives, friends and to take some rest. We have been reminded by the medical experts to take extra care during this season, lest we transmit the Corona virus to our relatives. I argue you to follow the basic COVID-19 prevention SOP's. As most of us return to our communities, we should be mindful

that they are these communities that lent us to the cities. We should carry a message of hope and be useful to our families and societies where we come from. Each one of us should end a day in the life of someone who is disadvantaged, albeit the resource constraints we may be facing.

In 2020, God has demonstrated His merciful nature. To keep blessed, we should treat our neighbors the same way, as in Matthew 5:7 *"Blessed are the merciful, for they shall obtain mercy."*

I wish you a merry Christmas and pray that the Lord goes ahead of you as you cross into the New Year.

Prof. Moses Muhwezi
Deputy Principal

This year we celebrate Christmas with restrictions

Dear Colleagues,

Christmas greetings to you from St. James Chapel. We would like to thank God for His sustainability and protection this year.

This year we celebrate Christmas with restrictions due to the pandemic, many of us have lost our loved ones to this disease, possibly questions have been ringing in our minds, where is this God of Abraham, Isaac and Jacob who used to redeem His people?

I would like to encourage you, that this God is with us even with our struggles. In Isaiah 7:14 the children of Israel are encouraged by Isaiah that a son is going to be born called *Emmanuel* which means God is with us. This is seen in the new testament when Jesus Christ is



born Mathew 1:23 Esv "Behold, the virgin shall conceive and bear a son, and they shall call his name *Emmanuel*" The word Emmanuel means a lot of things even for us this year, that God is with us in

this pandemic and especially for us in Africa and specifically Uganda. We have been hidden under the shadow of the Almighty God.

And surely we can say God is with us. Some of you it may have been sickness that almost led you to rest, but graciously God has kept you around. To others it may be jobs or marriage breakups but God has been faithful and He has kept you in that marriage or given you a job of which we don't take for granted.

We wish you a blessed Festive season together with your families and a fruitful New year 2021.

Rev. Aaron Godfrey Batte
Chaplain

Make Good Use Of The Festive Season

The year 2020 has been challenging and it will be written in the books of history as the year in which the world over experienced yet another pandemic COVID-19 caused by the novel corona virus. The pandemic has affected people's lives socially, politically and economically. The education sector was as well affected greatly as the government instituted a lock down from March 2020 to October 2020 as a way of curbing the spread of the virus. However, on October, 15 2020, the government opened for finalists something that was warmly welcomed by the population. In the same vain, MUBS Jinja campus opened for the finalists, lectures went on successfully, final examinations were sat among academic and administrative activities being conducted.

During this time of the year, we should reflect on the goals we had set at the beginning of the year and see how far we have achieved them, visit friends and family relatives,



personal evaluation, reflecting and reviving our relationship with God the almighty and not forgetting resting. I would like to urge all the staff to love one another, help and pray for fellow staff. Like I keep reminding you in our

various meetings, please "PRAY GENUINELY". Prayer heals the soul. During this festive season, make sure that you do something that adds value to you and your family and the community as well. In these days of festivities, there is also yet another special day none other than December 25, 2020 which is the birthday of Jesus Christ, we should use it to share love, joy, forgiveness and extending a helping hand to the needy in our communities.

The holiday season brings thoughts of joy and gratitude. There is no better way to express our thanks and sincere appreciation for all the amazing hard work, creativity and dedication of our staff in Jinja, but to wish you all a Merry Christmas and a prosperous, peaceful new year, 2021 as we continue enabling the future of our clients.

Ms. Irene Benham Namutebi
Campus Administrator MUBS
Jinja Campus

Covid19 Medical Kit Required At Home

The School Doctor, Aminah Tamale has designed a COVID 19 Medical Kit which everyone must have at home. Dr. Tamale says "Life is so precious so don't forget to have a

1. Paracetamol
2. Betadine for mouthwash and gargle
3. Vitamin C and D3
5. B complex
6. Vapour+ capsules for steam
7. Oximeter

8. Oxygen cylinder (for emergency only)

9. Breathing Exercises

She explained that Covid has three stages and these are;

1. Covid only in nose - recovery time is half a day. (Steam inhaling), vitamin C. Usually no fever. Asymptomatic.
2. Covid in throat - sore throat, recovery time 1 day (hot water gargle, warm water to drink, if temp then paracetamol. Vitamin C,

Bcomplex. If severe than antibiotic.

3. Covid in lungs- coughing and breathlessness 4 to 5 days. (Vitamin C, B complex, hot water gargle, oximeter, paracetamol, cylinder if severe, lot of liquid required, deep breathing exercise.

Stage when to approach hospital:

Monitor the oxygen level. If it goes below 92 (normal 98-100) then you need oxygen cylinder. If available at home, then no hospital.

What will Post COVID-19 Employability mean for Ugandan Youth? Opportunities and Challenges for Ugandan graduates



Prof. Waswa Balunywa- MUBS Principal

“We don’t know if COVID-19 will end, some people believe that the whole of 2021 will still continue to be a COVID-19 year, some people believe that the vaccine will change people’s lives, while some people are being told not to vaccinate and yet the solution in addressing COVID-19 lies in having a vaccine”

The Principal Prof. Waswa Balunywa delivered a Commencement Lecture on **the Employability of Graduates** at the 26th virtual Graduation Ceremony of Uganda Martyrs University, Nkozi (UMU). The virtual commencement lecture took place at Makerere University Business School, Main Campus, Nakawa on Thursday, December 17, 2020.

Prof. Balunywa asked local universities and all Institutions of Higher Learning to adopt modern technologies as a strategy for effective transformation of communities and the world. He also called upon the graduates in Uganda to start their own businesses and stop wasting time on the streets looking for jobs. He further challenged university

students to be creative and innovative in order to prevail over the contemporary employment challenges. Prof. Balunywa also called upon the Government to re-introduce technical education in Primary Schools and also to modernize agriculture as a strategy for improving the employability of the country’s graduates. Below is his full Speech

I want to thank Uganda Martyr’s University for giving me this opportunity to address the graduands on this very important topic, *“Employability of Graduates”*. I must say the challenge we have is much wider and the graduates are very few. I would like to thank you for the values that you have instilled in the students. I hope that all of us

from other universities are able to emulate from you so that we can produce graduates with certain values that are beneficial to the society.

While we congratulate you, we want to challenge you that Covid-19 has been with us and has been a great game changer globally. In this country we didn’t feel it not until individual families started losing family members, that is when we started feeling the impact of the corona virus pandemic. This pandemic creates various challenges among which is unemployment.

Covid-19 is probably the most disruptive phenomena and worse than the great economic depression which happened in

1929- 1939 globally. It started in November 2019 and was declared a pandemic in January 2020, by the World Health Organization. The challenge with it, is that if you are not careful it is likely to kill you. In Ugandan, many deaths have happened in the communities whereby some are not even recorded or officially diagnosed. So we have this challenge in our country and we really don't know how to manage it. We don't know if COVID-19 will end, some people believe that the whole of 2021 will still continue to be a COVID-19 year, some believe that the vaccine will change people's lives, while some people are being told not to vaccinate and yet the solution in addressing COVID-19 lies in having a vaccine.

The world economies must open up if the world is going to operate and have incomes, so that people do not starve in their homes. We are very lucky in Africa that while we are so poor, we cultivate on our farms and are able to have food unlike in the western countries where the government has to bring food. So we don't know when COVID-19 is going to end! I don't think we can see clearly where the end of COVID-19 is, but it's going to be with us for the next one year or so and we must learn how to live with it in various ways.

COVID-19 has exposed the vulnerable people, it has shown us that those people who are poor are more vulnerable, it has exposed inequalities among people. COVID-19 led to the shutdown of the education institutions, we locked down 14 million people in institutions and it led to bankruptcy. Uganda's economy is reported to have slowed down by nearly 50% in the financial



Uganda Martyr's University graduands

“80% of Uganda's population live in rural areas, 70% in agriculture which means a large number of Ugandans are not in the main stream of economic system of the country. In agriculture we continue to use the primitive method of production, and of the 20% in urban areas, 12 % are poor therefore this should worry us”

year 2019/2020 which means that the amount of production went down, government tax revenue tremendously reduced and the number of poor people increased. The country has been challenged, people have been challenged and are losing their jobs and this is all because of the pandemic.

We have graduating students and what are its effects on them?, Let's keep note that there are less jobs.

Businesses have closed, and people have been laid off, which means the graduating students have to compete with those who have the skills. There are thousands of people out of work and it's now the graduates to compete for the jobs. The question is, are you employable? And if you are, how do you compete with those who have been laid off and have the skills? And where are the jobs in light with what is happening?, What kind of jobs exist? What kind of skills are required and what kind of skills do you have?, Are you employable?. To a greater extent the answer is yes, they are employable because they are a result of our education system, but the system has challenges and to a greater extent it has created unemployable graduates. Do universities impart skills or they simply open up, where we have internships for about a year for students to come out with skills? Is it true that in our ordinary universities we can also impart employable skills?

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What will Post COVID-19 Employability mean for Ugandan Youth? Opportunities and Challenges for Ugandan graduates



Prof. Waswa Balunywa being appreciated after delivering the Commencement Lecture

The answer is no, we have failed to link between the industry and the education system and we also have challenges of corruption.

80% of Uganda's population live in rural areas and 70% are in agriculture, which means a large number of Ugandans, are not in the main stream of economic system of the country. In agriculture we continue to use the primitive method of production. The 20% population in urban areas, 12 % are poor therefore this should worry us. Over one million children join primary school and only about 250,000 finalize primary seven, about 200,000 are in tertiary institutions and about 100,000 are in Technical and Vocational Institutions. This means we have

more students in university than in technical institutions. We are not producing the right students to get the right jobs.

We need to look at the skills such as analytical thinking and innovation, active learning and learning strategies, creativity, originality and initiative, leadership and social skills. Jobs such as Accounting, Assembly and Factory works and customer service are declining, they are replaced by machines. So are our universities ready to create an employable graduate? If so they must follow the trend and adjust their academic programmes accordingly.

COVID-19 is still here, we need to survive, we must acquire the necessary skills because our

current economy has no capacity to handle all our graduates. Therefore, the graduates must rise because they are educated, privileged and different. You must go out and change the world, remember you are part of the 8% population, don't use that knowledge walking on streets looking for jobs but rather create the jobs, that is why you are educated.

Critical thinking, creativity and innovation, flexibility and adaptability and emotional intelligence

are some of the post COVID-19 skills we must have. However, along COVID-19, there is the rise of the 4th industrial revolution with technologies such as artificial intelligence, cloud computing, big data, block chain, and robotics. Graduates must learn these skills emerging from these technologies if they are to be employable. As a graduate, you must use critical thinking to have a vision of the future, use your creative mind to start jobs and think differently. Be disciplined and focused, be confident that you can do it, adopt modern technologies that are emerging and develop the social skills such as emotional intelligence if you are to succeed in your journey.

Find Uncontested Career Space And Make Competition Irrelevant

“Do not follow where the path may lead instead, go where there is no path and leave a trail.” Ralph Waldo Emerson.

There are hundreds of professions and thousands if not millions of career types. To join a career in today's world, you need to go to school. Of course there are those who do not or drop out but map out their careers successfully. In school, careers are determined by the subjects one offers. The range of subjects is not very big but from these subjects, hundreds of professions emerge. And thousands of careers flow. We make career visits and talk to young people about career choices. Broadly, a career is about self-employment and being employed by others. There are thousands of choices on self-employment, this is similar even with paid employment.

Though generally careers in paid employment are restricted. As young people graduate, they already have an indication on what they want to pursue as their careers. However, with the declining number of jobs and increasing population, many graduates take whatever comes their way simply because at that time they are not particularly pursuing careers. They are looking for a source of earning. There are very few who never follow anybody. They go to school; graduate and their eyes are on something they want to do as a career. Somebody may be skilled at painting, some politicians and others artists who sing. These people create their own path.



Ms. Maureen Tweyongyere
Director, MUBS Career and Skills Development Centre

A path that is an untraveled. They do not seek employment but pursue their passion irrespective of the bottlenecks. Globally, most of the world leading entrepreneurs and innovators did not follow anybody's path. Today, Bezos, one of the richest men in the world started amazon to be able to deliver goods to the customers online. He repeated what Walton the founder of Walmart did when he opened thousands of stores in the USA and around the world to avail low cost products to ordinary people. Walmart was uncharted territory,

so was amazon.

These people went out to do something that nobody else had done. They pursued their careers in a non-traditional way. That is where their fame and wealth came from. So, in deciding a career. Career success will come if you excel but it will be more pronounced if you follow a career path that nobody has charted before. This decision is not done by all people and it is more difficult for those who first seek paid employment like us. Now and again people resign their jobs to go start business but this is not common because people fear uncharted territories and yet from all indications, this is one path that will bring utmost satisfaction and success too.

Every now and again we engage students, they are always keen at finding out how to succeed in their lives not how they can one chart out unique careers. Of course, the home environment is important in shaping the child's career. Indeed, many wrestlers and sports personalities have their children ending up in their careers but now and again the children reject the careers of their parents. Parents should therefore expose their children to different types of career choices so that the children can decide on their own career paths to follow. Like nomads, we must remain for life in love with distant and uncharted places because that is the only route to something new and uncontested.

MUBS Receives 50,000 Euro Grant Towards Teaching French



Dr. Timothy Esemu, second right, the Dean faculty of Marketing and Hospitality Management at the function

Growing up in Uganda, one has at some point come into contact with the French language, this could have been in school, or at least met someone that has studied the language. The idea of incorporating foreign languages into the Ugandan Education curricula was no wild guess or gamble, but rather a well thought concept that is strategic in its own kind.

We have always been challenged to see the world in its entirety and not just simply, as our country. This means that as we get an education, we are attaining knowledge, that will be used to create more. In a world this spontaneous and dynamic in terms of growth, we ought to be more dynamic in the same sense, and being relevant is a given. A graduate from Uganda should be relevant in any place of the world today, and being able to

communicate in an international language is the shine to this relevance.

It's been quite evident for a while now that as the world gets to appreciate the idea of globalism, the relationship that France has held with Uganda has proven this even more. The purpose of this relationship has been with the intention of mutual benefit and growth for a better world. As we have known that growth of a nation can't be placed far from its economy and how better its people are in terms of living standards, the element of working, trading and doing business together thereby became a key concern. In order for Uganda and France or generally the French speaking world to better work together, the idea of language is one that can't be disputed, there must be a provision for the people

in the countries to speak a language that they equally understand. This is the genesis of the relationship between the French

Embassy and the different institutions of higher learning in the country. MUBS has enjoyed this quality of a relationship with the embassy courtesy of the efforts of our Head of Department Leisure and Hospitality Management, Dr. Atcero Milburga who is committed to ensure that the French language continues to flourish as a top professional and business language to enhance the quality of our students internationally. This has been blended with several other activities and partnerships with other institutions like Alliance Française de Kampala, Bonjour Kampala, the Association of teachers of French in Uganda



Uganda (APFO), TV5 Monde, etc.

In an effort to promote and improve the quality of the French language in Uganda, the French Embassy has signed a Memorandum of Understanding to support the teaching and learning of the language in four Higher Education Institutions in the country. Under the MoU, the French Embassy will in the next three years support capacity development in four Public Universities namely; Makerere University, Makerere University Business School, Kyambogo University and Kabale University. Areas of support will include scholarships and scholastic materials worth about 50,000 Euros for each university. On the 9th November 2020, the French Embassy and MUBS officially signed a memorandum of Understanding worth 50,000 euros, to be released in two phases, as a grant to MUBS that is purposed to support the teaching and learning of the French language in the university.

The French embassy was represented by the ambassador of France in Uganda, H.E. Jules-Armand Aniambossou while MUBS was represented by Prof.

Moses Muhwezi, the Deputy Principal. In attendance were other dignitaries from the embassy and representatives from MUBS including the Dr. Timothy Esemu, the Dean faculty of Marketing and Hospitality Management, Dr. Atcero Milburga, the Head of Department Leisure and Hospitality and Mr. Bugingo D. Patrick a Lecturer of Marketing and French in the faculty. Within the provisions of the MOU, included training of French teachers to allow them offer the best quality of education to their students and hence in the long run ensure that the students actually benefit from the education that they are getting at the university. The funds are also intended to support the activities of the French club of MUBS, whose launch was also officiated by the former French Ambassador, H.E. Stephanie Rivoal.

In his communication, H.E Jules-Armand Aniambossou indicated that by 2045, French will be the 2nd most spoken language in Eastern Africa after Amharic, the principal language spoken in Ethiopia, and Ugandans need to count themselves as part of those that will be able to speak French by that

time” he added “ for the 15 months and more I have been here, I have been able to meet many very qualified people who should be working with international organizations but it was impossible because of the language. Most of the Ugandans that are young are trying to get opportunities and these could go to Democratic Republic of Congo, Burundi and Rwanda to make a living. This

country has smart people that travel across the globe”. He also committed that the Embassy and the French residence will be more open with the purpose of ensuring & strengthening partnerships going forward.

Prof. Moses Muhwezi expressed his utmost appreciation on behalf of MUBS and clearly indicated that there would be a great boost in the quality of the University’s students if they are able to speak French since this would ideally mean, they have a competitive advantage on the global market.

Today, as the world focuses on reaping form the benefits of the global village mindset, we ought to speak more languages to be able to trade better, compete better and even thrive better. As MUBS, we have a commitment to provide a quality education that will actually offer value to our clients by enabling their future most importantly.

**By Mr. Bugingo D. Patrick
Lecturer of Marketing & French
Faculty of Marketing & Hospitality
Management.**

Insurers challenged to keep their businesses

“COVID 19 was a great breeding ground for innovation. “Chances of the insurance sector picking up are higher compared to other sectors”

A renowned Economist and Lecturer at MUBS, Mr. Ramathan Ggoobi has challenged Insurers to keep their businesses afloat and remain relevant in the new market conditions, while operating in the unprecedented times of COVID-19.

He appealed to the Insurance companies to not only reconsider processes, products and services they are offering but also the operating models to seize the new emerging opportunities.

He was making addressing the 47th virtual Chief Executive Officer's (CEO's) breakfast meeting. It was held under the theme, *“Insurance at the Dawn of Covid-19: Analysis of current challenges, responses & opportunities for Insurers in the New Normal”*,

Mr. Ggoobi emphasized that COVID 19 was a great breeding ground for innovation. “Chances of the insurance sector picking up are higher compared to other sectors. The fact that people have now realized that life and health are more important and that the opportunities that the pandemic brings like embracing of digital usage are among the factors that explain the likely quick pick up that the insurance industry should ride on.

He further noted that Uganda's economy had been hard hit with between 140,000 to 180,000 formal jobs potentially being lost, and with between 2.3 to 3 million livelihoods made vulnerable due to the existence of the pandemic.

At the same function, the IRA



Mr. Ramathan Ggoobi

Chief Executive Officer, Alhaj Kaddunabbi Ibrahim Lubega challenged insurers to start moving away from being responsive to COVID-19 but rather to consider ways of recovering from the after effects of the pandemic. “You need to address a number of questions such as how to tackle the declining revenue, what technologies can your Companies leverage on to better serve policyholders as well as protect their interests.

Meanwhile, Mr. Ggoobi is also committed to supporting young entrepreneurs who have ventured into the manufacturing business. “My commitment going forward is to support young people that have chosen to turn into manufacturers of the basic things we have been importing from China and other countries.

These are the people who are going to accelerate Uganda's structural change to ensure workers leave agriculture, and expand off-farm occupations to employ the burgeoning urban population. This is the only way productivity gains are going to be generated to bring along “good” economy-wide growth.

I often advised my students who are in business that, “when you go to China to import things, do it twice. Copy the technology & bring it home. I am glad Muwanguzi Caesar a B.COM graduate was attentive. He started a shoe making company Swave from his mother's garage in 2008. Now he has built a bigger factory in Namanve, making trendy shoes and employing young people. He has spent more on importing expatriates to train his workers to make shoes than he spends on the technology (machines). This is where African governments fail entrepreneurs, Entrepreneurs should not be spending on skilling and utilities. That is government's job. Caesar is just one of the many graduates of MUBS who have turned into opportunity entrepreneurs.

Financial Planning - The Gift that keeps on Going

Asmah and I decided to give each other gifts this Christmas. Like Asmah-Aminah spirit we automatically told each other what we want. We do not like bad surprises! Hahaha. Take a moment and think about what you would love to receive this Christmas.

Something that causes me anxiety and stress is not having money. Money is a means to an end. In this case, better living standards. The hardest part is not making money. Find that job which you love and can get paid for. JACKPOT! The money will start rolling in. 'The true art is not in earning money but managing it' – Unknown. So how do you and I make sure we reduce this anxiety and stress in 2021? For a while now, I have been seeking information and this is My Gift to you this Christmas! I will let you in on the tips and tricks this world's wealthiest have used.

Like anything else you want in this life, you have got to have a plan. This is how you will get from spot A to B. Personal financial planning. This requires you to know exactly what you want. This means you should have objectives. One of my financial goals is to buy myself something worth 1,000 dollars in the next 2 years. Yours could be building a house, getting a new computer, going to the Bahamas. If it costs money, it should be planned for.

You need to know where your money is going. Note down your expenses this could be using apps like YNAB, Digit, in a book, excel spreadsheet. Or you could transact digitally which automatically records your expenses. So for example using mobile money, mobile banking apps, or even using your ATM card. Review at the end of your preferred



“ Be aware of common mistakes we usually make. For example, only planning for the short term and not thinking about the future.”.

Ms. Aminah Balunywa
Lecturer Department of Finance

period to see what takes up most of your money. I usually do so every 6 weeks.

Find more ways to increase your income. Naturally, as we get older, our expenses increase. We move out of the house, have children, and/or get dependents. So the game of trying to reduce your expenses is a zero-sum one. However, please do live within your means. Acquire a new skill that you can get paid for, this will lead to active income. Or you could try passive income. Little or no effort is required in making money, you make it as you sleep. This can be rental income, dividends through investing shares of companies like UMEME, Vision Group on the

Uganda Stock Exchange, interest income, and affiliate marketing if you have a huge online following

Learn to save and invest. These two are different, investing involves taking on risk while saving does not. As compared to investing, saving requires very little knowledge. You can invest in financial assets like insurance plans like Sure Deal from UAP, shares, fixed income, or physical assets like buildings, trucks for transportation, and clothes for stock. Savings can be kept in various places like allow risk money market instruments, treasury bills. Ka box, savings account, just depends on when you will want to access them.

Lastly, be aware of common mistakes we usually make. For example, only planning for the short term and not thinking about the future. Most financial decisions made now will have an impact on your standard of living in the future. Having useless expenses is the essence of knowing where your money is going, to find out what you are wasting money on. Not comparing prices of products from different places. Learn how to seek out knowledge. Take advantage of Mr. Google. You've gotta work the plan. Just because it's written down does not mean it will happen if you are not proactive about it. All of this needs you to be disciplined & committed.

Stay home, wear a mask if you must go out in the public, sanitize and keep your distance. These are effective ways of controlling your expenses.

Continuing Students to Resume classes

Classes for continuing students have been scheduled to commence on Monday, December 14, 2020, and end on December 22, 2020, to enable the students complete semester two of the Academic Year 2019/2020. The second year students will start their examinations on January, 4, 2021 and January 12, 2021 while first years will start on Monday, January 18, 2021 and finish on Monday, January 25, 2021.

Ms. Eldred Kyomuhangi-Manyindo said lectures will be online however, the examinations will be offered in the typical classroom setting. The students

who were not able to access online lectures had access to recorded lectures.

The students had their Second Course Work as a take-home assignment to allow students prepare for the examinations.

The Academic year 2019/2020 has been a challenging one to higher education across the country with the corona virus pandemic, but it has not hindered MUBS students to write their final examinations.

The third year students started their examinations on November 23, 2020 and completed them on Tuesday December 8, 2020.

We congratulate the students upon completing their examinations and also extend our appreciation to both the Academic, Administrative and security staff who supported the students in all ways possible.

Universities across the country were closed in March 2020, as one of the ways to stop the spread of the corona virus. The six months closure affected the end of year examinations that were meant to be done in May 2020. The final year students resumed studies for Second Semester on October 15, 2020 while continuing students will continued to study online.

MUBS Graduate to market Uganda



Ms. Sylvia Wilson Namutebi Alibhai a graduate of Human Resource Management from MUBS, former model and former Miss Uganda 2011 will represent the country in the Mrs. World Competitions in 2021. The competitions will be held in Sri Lanka. Mrs World beauty pageant is a competition among married women around the world.

Security Personnels Applauded

The In-charge Security, MUBS Jinja Campus Mr. Emapus Cosmas has applauded the security staff for the discipline, professionalism and hard work they exhibited during the lock-down period. He said that during the closure of the Campus in March 2020, most of the staff went home apart from the selected security staff, "I would like to appreciate Mr. Abdallah Mwanja, Mr. Muzamiru Isabirye and Mr. Milton Mukisa, for camping at the Campus for the six months of the lock down. You left your families to serve the institution, Thank you for your commitment. This was during the security meeting that was organized by the Campus Administrator, Ms. Irene Namutebi-Benham. She appealed to the security staff to be vigilant in executing their duties and advised them to always observe the SOP's for their safety and that of the general Campus.

Miss MUBS Gives back to the School

On December 2, 2020, Miss MUBS Mbarara Regional Campus, Vannitah Busingye distributed masks, liquid soap and toilet papers to the campus. This was in a bid to reduce the spread of Corona Virus at the campus. She has also donated food items and sanitary pads to support the girl child in her community. She called upon the communities to follow the SOP's to ensure a corona virus free region. "Corona has no vaccine or cure, but we can control it, let's wash hands frequently, wear our masks and avoid crowds. Corona is real and it kills, save life and stay live", she advised.



MBA Graduate Appointed Registrar General

Ms. Mercy Kyomugasho Kainobwiso, an MBA graduate of Makerere University Business School, class of 2007/ 2009 was on Tuesday 8, December 2020, sworn in as the Registrar General of the Uganda Registration Services Bureau, (URSB). Ms. Kainobwiso has been serving as Director, Intellectual Property Directorate, from February 2017- December 2020. She joined URSB, as Manager, Directorate of Intellectual Property, from November 2011 to



Ms, Mercy Kyomugasho Kainobwiso

October 2014. She also served as Director, Business Registration, at the Directorate of Business Registration, from October 2014 to February 2017. Before joining URSB, she served as State Attorney, in the Department of the Registrar General at the Ministry of Justice and Constitutional Affairs from, 2005 to 2011. She also worked as a Legal Assistant with Shonubi Musoke & Co Advocates from October 2004 to October 2005.

CFO of the year, 2020



Mr. Godfrey Byekwaso

Our Alumni, Mr. Godfrey Byekwaso was named the Chief Finance Officer, (CFO) of the year, 2020, in a virtue event that was organized by ACCA Uganda and Deloitte at Kampala Sheraton Uganda.

Mr. Byekwaso is the General

Manager Finance of Centenary Bank Uganda. He is also a Member of the MUBS Alumni executive Committee

The Annual CFO Awards are intended to show the essential role that the finance function plays in driving integrated thinking in decision-making and in building sustainable business models

This 2020 CFO awards were held under the theme '*Building resilient finance leaders and organizations*' focusing on the essential role that CFOs play in strategy development and driving growth of their organizations, emphasizing the need to design integrated and all-inclusive financial strategies addressing different angles and dealing with the challenges of the new normal. The awards attracted over 240 nominees the highest since the awards were introduced.

Congratulations Mr. Byekwaso

Mr. Bananuka Appointed Journal Editor

Mr. Juma Bananuka, a Lecturer in the Department of Accounting, has been appointed as an Associate Editor for the Journal of Islamic Accounting and Business Research, (JIABR). The journal attracts scholars who are interested in gaining knowledge and finding alternative solutions to protect society from unethical business conducts and to uphold justice based on the precepts of Islamic philosophy and practice.

The journal provides a dynamic forum for the advancement of accounting and business knowledge based on Islamic teachings to affect a positive impact on the welfare of societies around the world. JIABR welcomes pioneering contributions to Islamic accounting, economics, marketing, Shariah governance, banking and finance and publishes articles that promote accountability, socio-economic justice (adl) and everlasting success (al-falah).

Staff Wedding

The following staff said “I DO” in the year 2020, congratulations

Name	Designation	Department	Church	Date
Mr. Robert Kasumba	Teaching Assistant	Finance	St Paul Namirembe Cathedral	Feb 22,2020
Ms. Angella Nas-simbwa	Teaching Assistant	Applied Computing	St. Paul Namirembe Cathedral	June 27,2020
Arinda Precious	Teaching Assistant	Mbarara Campus		August 08,2020
Onesmus Kama-cooko	Lecturer	Management Science	St. Francis Chapel Makerere University	August 01,2020
Mr. Dougloss Ssenoga	Lecturer	Marketing & International Business	St. Paul Namirembe Cathedral	Oct 02,2020
Mr. Judes Baks Akampuza	Asst. Lecturer	Business Law	St. Mbaga Tuzinde, Kiwatule	Sat Nov 07,2020
Mr. Norman Nakola	Asst. Lecturer	Mbale Campus	Uganda Martyrs Anglican Church, Namugongo	Sat Nov 07,2020
Ms. Ruth Kaala	Lecturer	Finance	Miracle Centre Cathedral , Rubaga	Nov 28,2020

Deceased Staff Members 2020

Name	Designation	Section	Date
Prof. J.K. Ssewanyana	Ass. Professor	Faculty of Computing & Informatics	Mar 25,2020
Chris Tenywa	Supervisor	Entrepreneurship Innovation & Incubation Centre	June 10,2020
Haruna Mwanja	Gardener	MUBS Annex Bugolobi	June 25,2020
Nasser Batambuze	A/A	Quality Assurance Directorate	July 7,2020
Hanifa Namusaazi	Supervisor	Entrepreneurship Department	July 24,2020
Sundus Kakooza	Lecturer	Marketing & International Business	Sept 03,2020

Six branches fell from the MUBS tree in 2020.

When we lose a colleague, we lose a friend as well as a piece of our shared histories.
But we can not stop remembering the best times, the laughter and your contribution to the institution.

The service you rendered to MUBS will ever be remembered.

For all your years in MUBS, you truly gave your best, we feel blessed having worked with you.

The flood may bear you far,

Our heart are empty because we can not see you any more,

But we hope to see your faces some day.

So keep up your chins, until that day comes.

Fare thee well colleagues.

Erina

Staff Who Lost Their Loved Ones 2020

The following staff lost their relatives, we mourn with them. May their Souls rest in Peace

Halima Nakagola	Plumber	MUBS	Bruhan Magumba	Father	Jan 04,2020
Viola Ninsiima	Security Guard	Jinja	Newly born	Baby	Jan 11,2020
Idah Nakasule	Lecturer	Human Resource	Hajj. Moses Kalule	Father	Jan 13,2020
Christine Nantambi	Manager	Strategy	Christopher Galabuzi	Father	Jan 22,2020
Racheal Daisy Mirembe	Lecturer	Finance	Difasi Kashedha	Father	Jan 30,2020
Janatti Kyogabiirwe Bagorogoza	Professor	Human Resource	Mwajabu Nalubega Zavuga	Mother	Feb 19,2020
Mr. Godwin Asega	Security Guard	MUBS	Ms. Florence Ayikoru	Wife	Mar 18,2020
Mr. Bernard Wabukala Masekese	Lecturer	Economics	Mr. Henry Masekese	Father	Mar. 30,2020
Ms. Angella Alimwenda	Lecturer	Mgt Science	Ms. Sarah Balimugulira	Mother	April 12,2020
Silver Okitwi	A/A	MUBS-Jinja	Titus Emojolong	Father	April 14,2020
Mr. Isiko Elyasa	Security Guard	MUBS	Ms. Safina Turyanabo	Wife	April 15,2020
Ms. Pasquine Acak	Asst. Lecturer	Accounting	Newrly baby	Baby	April 22,2020
Mr. Ayub Kutosi	Director	Mbale Campus	Ms. Hannah Kutosi	Daughter	April 30,2020
Ms. Leah Nabuzaale	T/A	Human Resource	Mzee Martin Masuba	Father	April 27,2020
Mr. Brian Muyomba	Lecturer	Procurement	Nalongo Dorothy Harriet Nansubuga	Mother	May 01,2020
Mr. Hamuza Mukasa	Office Asst	School Imam	Mzee Ali Ki-faana	Father	May 22,2020
Mr. Agaba Dean	T/A	Mbarara Campus	Mr. Hanning-ton Tubwiine	Father	May 24,2020
Nasser Batambuze	A/A	Quality Assurance Directorate	Haj Ibrahim-Batambuze	Father	Jun 13,2020
Ibrahim Mwanja	Security Guard		Haruna Mwanja	Father	June 25,2020
Mr Olelema			Mrs Olelema	Wife	June 26,2020
Nelson Okello	Supervisor	Cleaning sect	Ms. Judith Acheng	Daughter	July 01,2020

SUPL: KCCA FC FALL TO URA FC IN LEAGUE GAME



KCCA FC lost its 2nd game in the season to the tax collectors, (URA FC) at the MTN Stadium, Lugogo. As match day 5, the tough fight from the visitors (URA FC) saw them scoring 2 goals courtesy of Benjamin Nyakoojo and Shafic Kagimu in only 4 minutes. The hosts only managed one goal from Brian Aheebwa off a Sam Ssenyonjo Assistant URA FC who came from behind to win the intensive game in Lugogo. Ivan Sserubiri having replaced Julius Mutyaba who went off the pitch limping missed a penalty that would have been the 3rd goal for the visitors. KCCA FC

had a chance to equalize after youngster Steven Sserwadda set a good ball for Brian Aheebwa but failed to beat Patrick Mbowa. The victory means that URA FC moved on top of the table with 11 points in 5 games so far while KCCA FC dropped to the 3rd position with only 9 points in the Star times Uganda Premier League.

Uganda Cubs Flying High In Cecafta Afcon U-17 Zonal Qualifiers

The Uganda football team U-17 is having a good ride in Rwanda after having won their first 2 games in the Cecafta U-17 Zonal Qualifiers. The tournament which

happened in Rwanda seemed like a smooth road for Uganda to lift their flag high in the foreign land. The Cubs first win came from Kenya 5-0 and later 3-0 against Ethiopia. Youngster Oscar Mawa so far stands out with 5



goals from 2 game leading the top scorers chart at the moment. Uganda Cubs looks forward to defend the trophy that they won last year with the guidance of Hamuza Lutalo and Brian Ssenyondo, 1st and assistant Coaches.

All the best lads.

Lewandowski out beat Messi and Ronaldo to win FIFA Best Male Player of the year

Bayern Munich and Poland striker was the top scorer in the Bundesliga League, German Cup and Champions League scoring a total of 55 goals to win the treble with his team Bayern Munich. Lewandowski achieved what was needed of him in the 2019/2020 season to lift him to the top of all players in Europe. This is the first time Lewandowski is scooping the award from the normally seen faces of Cristiano Ronaldo (Juventus) and Lionel Messi of Barcelona. His outstanding performance took Europe by storm.

Congratulations Robert Lewandowski

Other Winners were;

Jurgen Klopp- Male Coach of the year

Lucy Bronze- Best Women's player award

Manuel Neuer- Best Male Goal Keeper

Heung-min Son -Puskas Best Goal Award