



MUBS NEWS LETTER

February Issue,
2021

Prof. Balunywa welcomes first year students



Prof. Waswa Balunywa, MUBS Principal

Welcome to Makerere University Business School (MUBS), *The Place to Be*.

You are joining the University at an extremely difficult time, it is not normal times as we have had in the past Academic Years. You should appreciate that your joining the University has been delayed because of the coronavirus pandemic but we thank God that you too are safe.

The coronavirus which showed up in 2019 and led to the closure of literally everything worldwide in March 2020 continues to ravage the world.

We continue to see deaths in many countries though we thank God that in Uganda, the number of deaths have been small.

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What does it take to build a career?

On February 4, 2021, Ms. Mercy K. Kainobwiso, the Registrar General Uganda Registration Services Bureau was hosted by the MUBS Career Guidance and Skills Development Centre to address students on *"Career Resilience what it means and what it takes to build it?"*.

The Principal Prof. Waswa Balunywa who gave a keynote address emphasized that one is able to build his or her career resilience through developing their interpersonal skills, understanding leadership and solving conflicts among others. These are the factors that will enable one to be resilient wherever they are.

Meanwhile, Ms. Kainobwiso focused on the factors that influence career choices which include; the education system, upbringing, culture, where some cultures prohibit people from performing some tasks, gender stereotypes that some careers are not for women, social influence, movies, influencers and the needs of the labour market.

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

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

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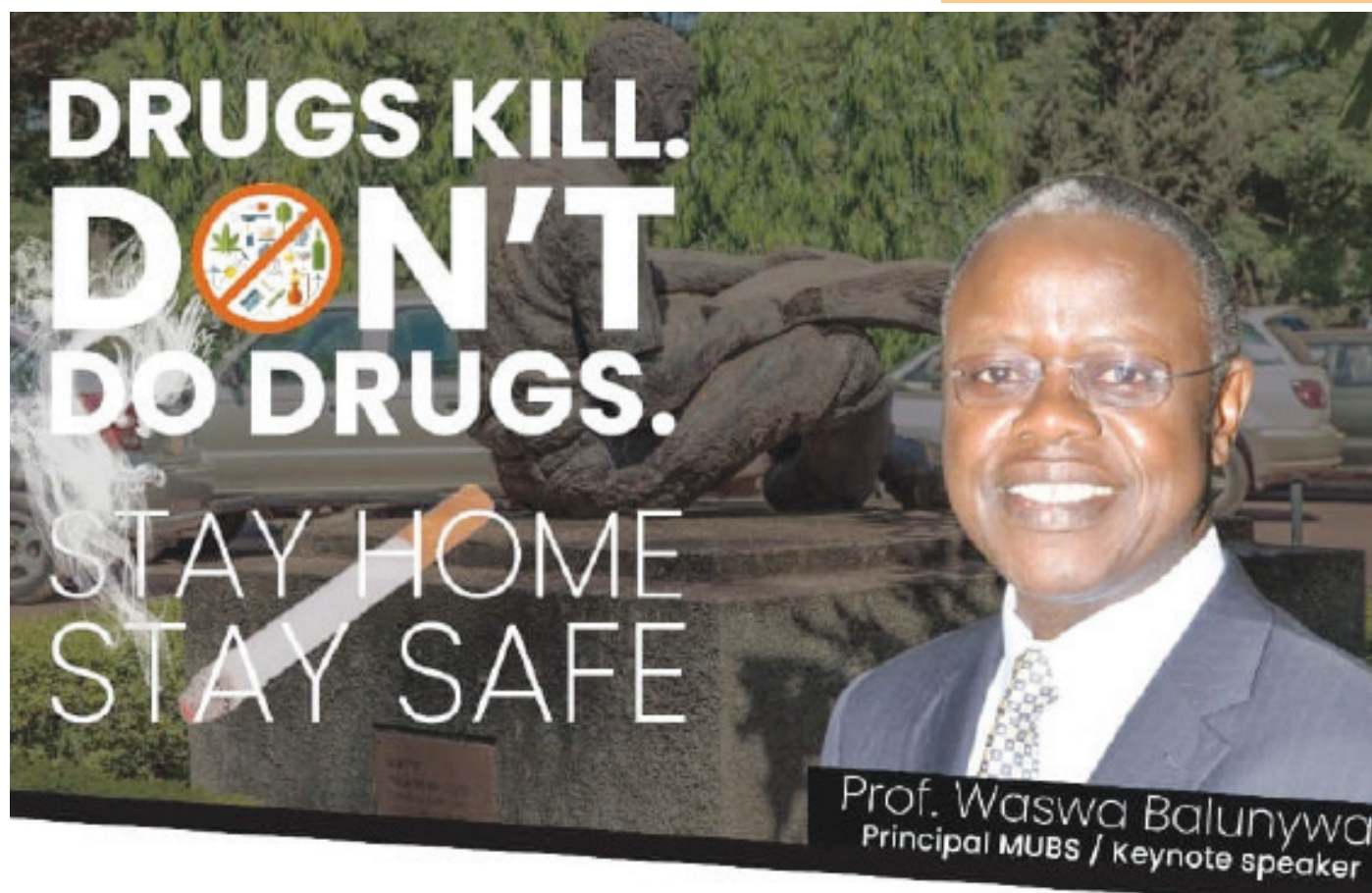
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As you join university ; what next !



Erina Najjingo

Editor

University experience is about you getting your degree and having skills to differentiate you in the job market. Therefore, know what has brought you to university and abide by it, have a vision and set goals, have fun but responsibly, know God, do not shy away from being seen as a fresher. Go through every experience, it is good for you.

Time at the university will either make you or break you. This is due to the freedom it gives you. You are free to do anything you

want whenever you want, but there are repercussions. And this makes university a testing ground, it will test your responsibility and wisdom.

Focus on your studies. At University you are graded by what we call (CGPA) Cumulative Grade Points Average. This means, that what you get in the first semester determines what you get in the last semester.

Budget your finances to be able to live within your means. Buy only what you need and not what you want or what your friends think you should buy.

Eat healthy and exercise to avoid sicknesses that result from poor feeding, hence affecting your studies and grades.

Make valuable friends who will add value on you even after university. It is very important to build your social capital while at university and after.

Control your social media presence. Go off-line when in class. Try not to post as frequently as possible as this only attracts attention which

then becomes a distraction.

If possible spend some weekends at home. This is another way of saving while at University as well as bonding with your family .

Do not leave University without a passport. It is easier to get a passport as a student compared to when you are not.

Make it a habit to always go for discussions. You get to understand a lot from them. This way you will avoid retakes.

Use the library as frequently as you can, you will easily develop a habit of reading which is key.

Sit at the front of the class, at the front you are literally forced to pay attention. It also allows you to ask questions that leads to better understanding.

University is when peer pressure is at its peak. You will be tested, tempted and even castigated but be true to yourself. Avoid sex before marriage for it is a sin before God, avoid drugs and alcohol.

Get an HIV, Hepatitis B,C and other necessary tests. It is important to know your status and protect yourself. And above all, live your life.

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 tuilinde
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
Tujenge 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



First year students Academic Year 2019/ 2020 during their orientation

Prof. Balunywa welcomes first year students

We pride ourselves in not being an ordinary institution and we pride ourselves in not having ordinary students. We pride ourselves in having a different institution and we pride ourselves in having a different type of student.

Welcome to Makerere University Business School (MUBS), *The Place to Be*.

You are joining the University at an extremely difficult time, it is not normal times as we have had in the past Academic Years.

You should appreciate that your joining the University has been delayed because of the coronavirus pandemic.

The coronavirus which showed up in 2019 and led to the closure of literally everything worldwide in March 2020 continues to ravage the world.

We continue to see deaths in many

countries though we thank God that in Uganda, the number of deaths have been small.

We continue to pray that we are not affected as badly as we see other countries.

Having joined the University, we hope that you recognize the challenges that the COVID-19 possess and the various Standard Operating Procedures, (SOPs) that Government has put in place to ensure that you are safe.

Our concern about you as our students, is your safety and your good health because without them, we do not have a student. We want

you to study, we want you to learn but if you are not safe you cannot study, neither can you learn.

MUBS is the Leading Business and Management Education institution not only in this country but also in the region.

Our number of students have increased to almost 20,000 and we would like to welcome you to this group of different people in the country.

We pride ourselves in not being an ordinary institution and we pride ourselves in not having ordinary students.

We pride ourselves in having a different institution and we pride ourselves in having a different type of student. We have Students who are mature and students who must find ways of solving problems that rise in the course of their study. We are proud of you.

Welcome to MUBS! We hope that you will find your stay here meaningful.

Please follow the SOPs about the coronavirus pandemic and also make sure that you find time to study.

If it is online, join the online classes, raise your challenges as they come and let us know what challenge you are facing.

We want to welcome you and we hope that your study in this institution will be both exciting and challenging and you will go away a better person.

Congratulations for choosing MUBS, thank you for coming to MUBS, and we wish you the very best.



Dr. Grace Nabatya Kyeyune

Education system should create people who can get back to authenticity

Leadership is that ability to inspire people to get things done willingly. Leaders inspire vision, educate, set direction, communicate and coach among other things.

Dr. Grace Nabatya Kyeyune, the Director National Council for Traditional Healers and Herbalists Association, appreciated the MUBS Principal Prof. Balunywa for his continuous effort to educate the nation.

She said such discussions and engagements with the public will promote change as the country steers into the new normal after COVID-19.

Dr. Nambatya was giving closing remarks at the Authentic Leadership virtual training that was organized by the MUBS Leadership Centre on February 13, 2021.

Prof. Balunywa made a presentation on Authentic Leadership and challenged the

leaders to be genuine and remain grounded in their values, beliefs and approaches, regardless of what others think.

Such leaders never leave their people guessing about where they stand or what they think is right.

Dr. Nambatya said that Prof. Balunywa's presentation made her reflect on the recent indigenous launch by Ugandan scientists where President Yoweri Kaguta Museveni demonstrated authenticity by encouraging Ugandans to embrace their own products.

She emphasized the need for the education system to create people who can get back to authenticity. It is encouraging to know that universities like Makerere

University Business School has introduced courses that anchor people back to their indigeneity.

Prof. Balunywa explained that Authentic Leaders understand themselves and are clear on their personal values. They are honest, self-disciplined and purposeful. Authentic leadership therefore means being genuine and honest about yourself.

It is nurturing a sincere relationship with others and giving sincere importance to their inputs.

So as leaders, *"be yourself, don't be someone else"*. You can never be that individual, but you can learn from that person"

Why Authentic Leadership? When people work alongside a truly authentic leader, they will often give their whole hearts and minds to the cause.

Authenticity has got different perspectives which include intra-personal, interpersonal, practical and developmental approaches. The components of authentic leadership are self-awareness, knowing what is right in yourself and those are your values and emotions, relational transparency, open sharing by leaders, balanced processing, which requires leaders to balance the diverging views from their subordinates.

Authenticity therefore, is driven by personal integrity, self-discipline, leading with a heart, driven by moral and ethical purpose. As leaders, it is important to understand that, authenticity is about leading with a heart, purpose, values, and cultivating long term values.

What does it take to build a career?

She challenged parents to think of careers that will no longer be relevant 10 years from now and the career choices they are making for their children.

Kainobwiso said factors such as career growth or opportunity for advancement, competitive salary, job security and job stability, are an enabling environment for creativity and innovation in today's organizations.

She also pointed out that things like the ability by organizations to adapt new emerging technologies, need for recognition, motivation,



**Ms. Mercy K. Kainobwiso,
Registrar General Uganda
Registration Services Bureau**

friendly co-workers, opportunities to travel and work life integration influence employer choices.

She therefore urged those in employment and potential employees to acquire new knowledge by upgrading their qualifications through enrolling for short courses in order to remain relevant in their fields. She further advised that people should carry out a career assessment to find out whether the skills they have will still be relevant 10 years from now. She encouraged participants to be strategic thinkers and not to resist change but always accept it.

Wishing you success in your exams

Quote

"The wealth of the nation lies not in its diamonds but in the abilities of its people. People can only give you the best if they are well educated and developed."

Prof. Waswa Bolunywa, PhD



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MAKERERE UNIVERSITY BUSINESS SCHOOL



*S4 & S6 Candidates
MUBS wishes you
Success in your Exams*

@MUBS Career and Skills Development Centre

Entrepreneurs challenged to think differently

The Principal, Prof. Waswa Balunywa emphasized that entrepreneurs need to think differently to succeed in business. To think different, one must have an inquisitive mind, not to follow crowds, explore to get exposure because travel is a big school, be able to take some risks and have an open mind to accept the things they see and reflect on them, he said.

Prof. Balunywa was addressing the entrepreneurs on February 11, 2021, at the MUBS Entrepreneurship Innovation and Incubation Centre, Innovation Hour. The virtual meeting was

held under the theme, *"Thinking Differently"*.

The ability to think differently can be the difference between failing and achieving more than what you thought is possible.

Prof. Balunywa urged the entrepreneurs that before they build and dream, they must have a long term perspective about why they are building since dreams without action simply become good wishes.

He noted that thinking differently is limited by fear, where many people are pushed back from what they want to achieve.

Assessing wind energy development in Uganda: Opportunities and challenges

Staff have conducted a study on wind energy development in Uganda. The study we utilizes a systematic review to assess opportunities and challenges in wind energy development in Uganda. Apart from being an environmentally friendly and renewable energy resource, development of wind energy could boost economic growth and create jobs. For Uganda, rising energy demand, the need to reduce greenhouse gas emissions, and increase electricity access to rural areas, emerge as rational opportunities to invest in wind energy. The main obstacles to wind energy development in Uganda are insufficient wind resource data, high initial investment cost, inadequate research and development, weak infrastructure, and unsupportive policies. For policy, comprehensive wind resource assessment, energy infrastructure investment, financial de-risking, capacity building, and deliberate wind power policy incentives could accelerate wind energy development and consequently contribute to the country's energy security. The study was conducted by Benard M Wabukala, Jacob Otim and Geoffrey Mubiinzi who are lecturers at MUBS

First year students to report on March 1st 2021

Orientation, enrollment, registration and teaching of first year students will commence on March 1, 2021 at Makerere University Business School.

According to the schedule issued by the Ag. School Registrar, Ms. Eldred Kyomuhangi Manyindo the orientation of new students will be conducted from their respective faculties.

This is done to ensure that the government Standard Operating Procedures (SOPs) are met. First Year students (Freshers) are by

tradition given an "acclimatization" period of normally one week which is referred to as the "Orientation Week". During this week, they are introduced to their respective facilities and other important aspects of life at the University. A program of activities is issued out by the School Registrar and is expected to be strictly followed. Meanwhile, the teaching for the continuing students and finalists continues online.



ASSOCIATION AFRICAINE DE COMPTABILITÉ ET DE FINANCE (AFRICAN ACCOUNTING AND FINANCE ASSOCIATION)

10^{ème} Conference (Virtuelle) Africaine en Comptabilité et Finance

Conférence : 2 et 3 Septembre 2021

Colloque des Doctorants : 1^{er} Septembre 2021

3 staff Get PhDs

World wide, the role of a university has been expanding from teaching to research, innovation and outreach activities, due to the need to contribute towards national and global development agenda. In MUBS, it has been a custom that each year staff graduate with PhDs. So far , 2021 has seen three (3) get their PhDs.

On February 2, 2021, Dr. Joy Galaige, a Lecturer in the Department of Computer Science and Engineering, Faculty of Computing and Informatics was awarded a Doctor of Philosophy from Griffith University, Queensland, Australia.

On February 17, 2021, Dr. Sumaya M. Kagooya successfully defended her PhD in Operations Research (OR) at University of Dar es Salaam. She is the pioneer PhD and was able to finish in record time of 3 years. This is the first PhD in OR in East Africa and Africa as a whole.

Dr. Godwin Ahimbisibwe is a Lecturer in the department of Marketing and International Business obtained a PhD under the topic Internationalization of Small And Medium Enterprises from Makerere University on February 4, 2021.

Prof. Orobia appointed to the UECCC Board



Our very own Prof. CPA. Laura Orobia, the Head of Department Accounting & Finance at the Mbarara Regional Campus was recently appointed to the Board of Directors Uganda Energy Credit Capitalisation Company, (UECCC.) She joins the Board as chairperson Audit and Risk Committee of the Board. Prof. Orobia is a representative of ICPAU, where she has been a member for over 11 years. She replaces Mr. Patrick Byabakama Kaberenge whose term on the board expired.

MUBS Mourns Visiting Professor



He was a selfless mentor, MUBS management, staff and students paid tributes to former Visiting Professor, and former Vice-Chancellor of the

Rivers State University of Science and Technology Prof. Augustine Ahiauzu. MUBS commended the late for his selfless service and supporting the PhD programme in the School



The MUBS Career & Skills Development Centre

Envisioning your Career!

COVID-19 prevention gaps: not strategy but implementation

My postgraduate students of strategy have asked me for a scholarly view of where the problem is. My quick response is that the problem is more operational than strategic. My basic proposition is that the strategies were right, but the execution went wrong.

There are diverse views on the current COVID-19 prevention practices in Uganda.

Some people contend that the government has failed in its own set out strategy. Others feel the failure is with Ugandans at a personal level.

As a student of strategy, this situation requires more analysis than rhetoric. At the onset of the pandemic in this country, it is true the government had neither user-ready strategies nor resources to combat the epidemic.

All governments globally were closely learning how to proceed in each one's context. In Uganda, the government, I should say, was slow and steady in learning and instituting the controls. First, was the inevitable lockdown.

Then, as the President called it in military warfare, using a local dialect, "*Musooke Musilike*." This can be loosely translated as 'first stop and listen.'

This was a good broad strategy and to pursue it very well, the Government instituted an entirely controlled environment by announcing a total lockdown. Incremental controls were then introduced periodically. The nation would all listen and without hesitation embrace the adds-in.

Academically, all these were good strategic actions. On the practical level, I would contend that many Ugandans were indeed alert and health conscious regarding the epidemic.

In the same strategic framework of "*Musooke Musilike*", controls were gradually lifted to allow for some social and economic life streams.

These were appraised by the populace. However, mixed reactions started to emerge, some taking the Government by surprise. By the close of 2020, the story was different. It would seem as if the situation had gone out of hand.

Unfortunately, the nation has been busy in national elections and seemingly scientists have not pondered on what went wrong? In the public realm, there are diverse views.

It is likely true that the government has not realized the strategic outcomes that were desired when the various controls were announced.

My postgraduate students of strategy have asked me for a scholarly view of where the problem is. My quick response is that the problem is more operational than strategic.

My basic proposition is that the strategies were right, but the execution went wrong. The Government prevention mechanisms were well thought out, broadly communicated, but inadequately institutionalized.

The controls were skewed to natural science, but weak on social science. The doing of things, "scientifically" was a popular slogan, communally welcome, but wrongly operationalized.



Assoc. Prof. Vincent Bagiire

Associate Dean Faculty of Graduate and Studies and Research-MUBS

Implementation was given less attention and based on assumed positive conscience of the public. From the policy level, communication started having loopholes downwards"

Continued on page 11

Become an Accountant: Meet CPA Assoc. Prof. Laura Orobia

CPA Assoc. Prof. Orobia is a passionate accountancy professional advocate. She is currently the Head, Department of Accounting and Finance at the MUBS Regional Campus, Mbarara. She is also the Patron, Accounting Students Association of Makerere University (ASAMU), MUBS Mbarara branch.

She holds a PhD (Mak), Msc. Accounting and Finance (Mak), BBA-Acc (Mak) and CPA (U) and has been in academia for over nineteen (19) years. We caught up with Prof. Laura Orobia, the first female Professor among the ICPAU members. Here is what she shared with us.

What opportunities has the accountancy qualification presented to you?

Besides the usual teaching and assessing students, curriculum development and program assesment, I have authored a number of empirical research papers in accounting field published in



Prof. Dr. CPA Laura Orobia

reputable peer reviewed journals. I have participated in developing the Financial Accounting study materials for ICPAU and Training College of Insurance (formerly known as Uganda Insurance Institute). I have served as an associate consultant with Sejja, Kaawaase & Co, CPA. It was a great opportunity to demonstrate my skills, knowledge and work ethics. The accountancy qualification has also given me opportunities to serve on governing boards of various organizations including the ICPAU council.

Why would you advocate for one to become an accountant?

Accounting isn't narrow or boring. It presents lots of room for climbing the ladder. One can become a Finance Manager, Controller, or even a Chief Financial Officer (CFO). These positions come along with attractive remuneration package.

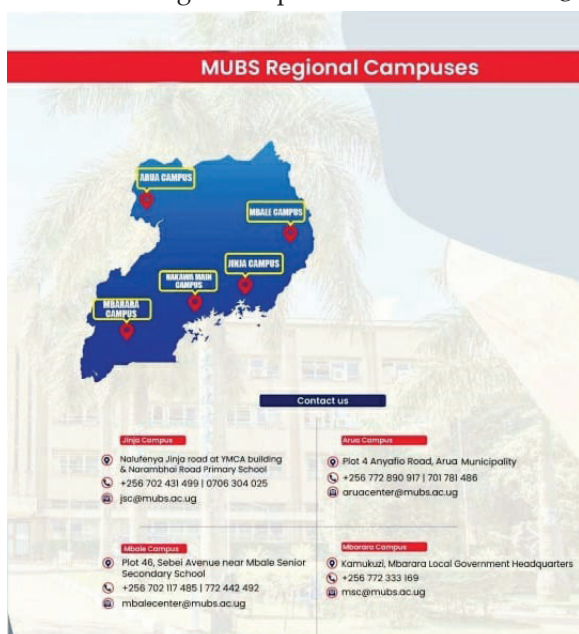
Secondly, accountants are on high demand – every organization or business needs a person or people with an accounting background. Thirdly, the profession gives one an edge in building a strong solid financial foundation.

Fourthly, being the person who gets to analyze and confirm the viability of business plans and trading strategies, it follows that an accountant is a very important part of the management team and earns respect.

Fifthly, being a qualified accountant allows you to work in almost any industry – you will only be limited by your ambition. Lastly, accountants always stay employed it is hard for the axe to land on an accountant when the need to down size arises. They form part of the essential service.

What advice would you give to potential accountants?

Accounting is wide and it is not only about number crunching. You may need to have a good head for figures and a keen interest in numbers to be an accountant, but also note that good numeracy is not the only prerequisite for gaining a professional qualification. As an accountant, you can be assured that your work will involve innovative problem solving, dynamic critical thinking, and constant opportunities for growth. You can do this!





COVID-19 prevention gaps: not strategy but implementation

Implementation was given less attention and based on assumed positive conscience of the public. From the policy level, communication started having loopholes downwards. I wrote an article previously of the need for strategic communication.

There were thus gaps in the public buy-in into government prevention strategies. The implementation went out of hand as early as when the LDUs took it beyond imagination and rained terror on the culprits. The government was quick to resolve this mistake. But there were latent issues that were not addressed.

Many aspects were taken for granted. The cardinal one was the imbalanced view that COVID-19 was at once social and medical problem.

Secondly, it was an economic one and yes, a political issue. For instance, social distance of two meters apart is scientific. Its measurement is clear. Its prevention potential is high and implementing it is simple.

It can be observed. However, how to keep this distance between two individuals in a public place is a social phenomenon. The distribution of public masks was a great public initiative, but shortly

bred doubts in government strategy.

In the public realm, there is anecdotal evidence and strong sentiments that politicising the strategies was untimed. This was coupled with low public transparency on resources availed for the control of the pandemic.

Militarising the strategy implementation has also not worked out well either. The communication strategy, by content and process, has not rightly been implemented.

Sections of the public no longer take the messages seriously. There is widespread public complacency. The mind-set of many Ugandans to be self-regulating in observing the SOPs is weak. Practically, the COVID-19 implementation model calls for an urgent moment of re-evaluation.

The strategy is right, but the nation is loose on implementation. Why would people even doubt the existence of COVID-19 as we have heard public sentiments? Why have people quickly become complacent?

Why shouldn't the Government tell the true story to sentiments that COVID-19 resources were squandered? Why was the relay button not instituted from the

scientists to sociologists and to psychologists and down to the value chains of knowledge domains?

There is a public question of why we were scared of the coronavirus during the lockdown and not in the crowds' downtown? It is not too late. The hope for the vaccine must be alongside a serious return to the implementation tablets of the good strategies.

I feel that people are not fed up, careless or ignorant; they are simply lost. The Government's implementation framework should have provided for selective messages to trickle down to target audiences.

I had earlier on suggested a simple political community structure of COVID-19 ambassadors. I know of proposed COVID-19 task forces in schools, churches, etc. but has this been institutionalised?

Many messages have been politicised and misunderstood. The Government should reinstitute garden-fresh implementation framework. The 'stay home stay safe' slogan worked well in the controlled environment and all its accompanying messages are now on the loose end of positivity.

Career resilience: what it is and what it takes to build it

"I'm convinced that about half of what separates successful entrepreneurs from non-successful ones is pure perseverance. "STEVE JOBS



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

At times people feel that in their specific careers, remuneration is not sufficient and may want to change

Careers are the dominant activities that the person spends most of his working life in. Because of lack of career guidance early enough, most people find themselves in careers which they had not thought about and at times which they do not even want.

The education system in Uganda starts sending people into careers as they complete their Ordinary Level (O' level). One will branch out to science or arts on competing O' level and this generally determines their destiny.

Some people who fail to go to Advanced Level (A' level) go into other institutions of higher learning not because that is what they want but because that is what is available.

Completing their courses, they take up careers which they had not thought about before and possibly would not even have liked but circumstances take them there.

As they proceed with their University degree for those who are fortunate enough to enter university, the courses they pursue tend to feed into their career paths. Different professions require people to sit exams. These include; accountants, doctors, lawyers, architects, engineers among others. These professions are essential or an added advantage in pursuit of a career.

Once in a career, it is important one excels at it so that one makes a contribution by pursuing it.

Unfortunately, now and again people are distracted from their careers.

At times people feel that in their specific careers, remuneration is not sufficient and may want to change. In some cases, people leave to go for further studies and this distorts their careers. There is a tendency for some people talking about the new psychological contract.

This is where people do not stick in specific jobs and careers. They move from one organization to another and from one career to another even as they maintain their professions.

Still their careers tend to be affected. There are also cases for instance when women get married and have children or when people must physically move away from one location to another, all these disrupt people's careers. This calls for career resilience.

Resilience comes from knowing the long term benefits of hanging in there. The impact one makes in a career, the skills one develops create excellence and builds unmatched performance but what does it take to build career resilience?

Career resilience is driven by numerous factors but probably the most important is passion. We have seen people who love a specific profession for instance engineering, medicine, sports.

For people to be in these careers and hang in there, they must be extremely passionate. For instance,



there are individuals whose parents are sports people and the entire family goes into sports. You may find that a specific individual lives, dreams and practices football. Such a person will forever belong to a football career.

It is common practice that when they retire, they become football coaches, this is career resilience. Another driver for career resilience is purposefulness.

Life without a purpose has no meaning. Steve Jobs, the man who tremendously created impact in the world was at the realm of innovation.

He always wanted to bring out something new. He lived a purposeful life. Purpose gives people direction and motivates them to keep undertaking a specific activity.

The ability to adopt to changing circumstances is one of the key drivers of career resilience. Information Technology has created numerous changes in different professions.

Some jobs have disappeared. Doctors are adopting to new

technologies and so are engineers, sales and marketers, teachers and so many other professions which technology is affecting. To be resilient in a career, the ability to adapt is very important.

Self confidence is another factor in career resilience. Self confidence is knowing your strength and weaknesses and relating them to your career.

Knowing ones strengths and weaknesses and how to deal with them gives you that ability to be resilient. It is also important that your social network is good.

Having excellent relationship with people in the profession is quite imperative. Social and professional support and of course institutional support where you work greatly contributes to career resilience. Working in a hostile environment deters career growth.

It also puts off people and in the process demotivates them. There are other factors for instance commitment to changes in the profession, mastery in the profession among others are some of the so many drivers of career

resilience.

At times, people chase money and in the process change careers. This may definitely give you more money but may not improve your performance and make you stand out.

As an outstanding individual in a profession for instance may turn into a mercenary for money and lose out on the statesmanship which is created by the service given to a country.

Many individuals in Uganda have left their professions to join politics where they serve for a short time and are discarded by the voters. The attraction to politics for some people is money rather than service. Hanging in a specific career has its benefits. It develops the individual and the individual develops the profession. This is mutually beneficial to both the individual and profession.

Hanging in there will finally bring money which at times attracts individuals to abandon their specific careers. Let's hang in there, enjoy our careers and be the best that there is.

Women, Money & Independence

What you spend your money on, shows what you hold dear. Take a moment and think about it

Research shows that what women mainly want to know what their money can do for them. Money is a means to an end. And in my opinion, with great wealth, comes great power. Wealth being the key word. Money can disappear within the blink of an eye. Take for example the 1929 stock market crash, 2008 financial crisis but wealth, well. . .

What does money do for you? What you spend your money on shows what you hold dear. Take a moment and think about it. Where you spend your disposable income to be exact. (I am using disposable income and not revenue or money or salary because I assume we are responsible adults who pay off obligations first). Take a moment and think about it! If you value having shoes more than food, you will have shoes more than food. Remember in Sex and the City when Carrie says she likes to see her money hanging in the closet. She valued her clothes. Defining your values and finding out you hold dear is the first step to what I believe is a more natural and mindful way of managing money. Whatever you prioritize is what you will always have money for. The important things in my life are family, friends, and my closet. So I will always find money to go to lunch with my friends, buy some lipstick.

As a woman, I go out to look for that cheque so I do not have to financially depend on someone. Mberre ko nakange! Financial independence is the biggest thing



Ms. Aminah Balunywa
Lecturer Department of Finance

“What your money does and what you would like it to do for you are two different things. What it does is reality, what you would like it to do is for example, paying for a trip is a wish”

your money will do for you. Contrary to popular belief, financial independence is not making enough money to sustain your boujee lifestyle after someone else has taken care of your obligations. According to financial advisors financial independence is achieved when you have saved 25 times your annual expenses. So your monthly expenses times twelve and then multiply that answer by twenty-five. For the sake of this article, I will describe it as having the ability to stay with your significant other for some other reason other than money. That means you can walk away and still be able to fund the lifestyle you have right now. I am working towards this point. I am sure most of us want this.

What your money does and what you would like it to do for you are two different things. What it does is reality, what you would like it to do is for example, paying for a trip is a wish. This wish can become a goal that can turn into reality. Your goals should be SMART. Achieving financial independence doesn't take one day. Like any other skill, you have got to be willing to learn, commit and implement. Stop looking at your financial life like a piece of your meal, look at it in a holistic way. Every decision we take today has a repercussion our financial lives in the future. I am not saying get tight with money, just be more conscious, seek knowledge and talk about money with your friends and significant others the same way you talk about a day at work.

Catering students doing their first practicals



The practical nature of the catering programme prepares students academically and gives them the knowledge essentials for a successful hospitality career. It was an exciting moment for the

first year catering students at the MUBS Jinja campus doing their first practicals in Food Production. The practicals which had nine (9) menus were done on February 3, 2021. The students were smartly dressed in chefs' attires looking their profession. "This is the day I have been dreaming of, cooking is my passion, it's something I love doing any where anytime", said Mr. James Higenyi, a first year catering student.

Scholarship opportunities



Makerere University Business School (MUBS) promotes learning by encouraging, supporting and granting scholarships to first class students at the undergraduate and postgraduate degree level for further studies. This is done every academic year. The scholarship is offered to candidates who:

Hold First Class degree on programmes jointly offered by Makerere University and MUBS or First-Class Diploma programmes offered and taught at MUBS Main

Campus or its Regional Campuses in Mbale, Jinja, Arua and Mbarara.

To qualify for the scholarship, one must have an Admission Letter to one of the MUBS programmes for academic year 2020/2021

The School is therefore inviting applications for the MUBS First Class Students Scholarship for 2020/2021 academic year. This is to also inform the interested candidates that the deadline for receiving applications is on Tuesday, March 09, 2021 at 5.00 p.m.

The Ag. School Registrar Ms. Eldred Kyomuhangi, Manyindo says, " the application form can be picked from the School Registrar's Office, Block 5, at the reception or can be downloaded from www.mubs.ac.ug"

MUBS students scoop ICPAU scholarships

Out of the ten students who were awarded ICPAU Scholarships' this year, four (4) of them were MUBS graduates. The beneficiaries graduated in 2020 at the 70th Makerere University graduation ceremony. The beneficiaries include;

1. Nahurira Racheal – Bachelor of Commerce
2. Kisakye Alex – Bachelor of Business Administration
3. Wante Jotham – Bachelor of Arts in Economics
4. Najjemba Mary Carolyne – Bachelor of Science in Finance

Scholarship for PWDs

"Makerere University Business School (MUBS) through its initiative to increase access to higher education for Persons With Disabilities (PWDs) offers two scholarships to PWDs for further studies. The Scholarship will be offered to a candidate who holds a current admission letter on a bachelors degree programme jointly offered by Makerere University and MUBS and another candidate on a Diploma programme offered and taught at MUBS Main Campus or its Regional Campuses in Mbale, Jinja, Arua and Mbarara.

The School is inviting applications for MUBS Persons With Disabilities Scholarship scheme for 2020/2021 Academic Year. Receiving applications is on Tuesday, March 09, 2021 at 5.00 p.m.

Caretaker Government Running The Guild

The Students' Guild is a link between the students' body and the University Administration. It is headed by a Guild President who is democratically elected by the students in accordance with the existing guidelines.

Amidst COVID-19, the Guild Executive for the Academic Year

2019/2020 dissolved which created a leadership vacuum.

In guidance with the Guild Legal advisor and the Guild Representative Council (GRCS), the Care taker government was instituted to serve until Guild Presidential Elections will be conducted.

The government was instituted during a Guild Representative Council (GRCS) meeting held on December 15, 2020 at MUBS Main Campus and sworn in on January 26, 2021 by the Guild Legal advisor.



Prof. Moses Muhwezi - Deputy Principal, Guild Advisor



Ms. Juliet Kateega- Ag. Dean of Students (Chairperson of the committee)



Mr. Brian Kajubi - Guild Legal Advisor



Ms. Sarah Kyejjusa - Guild Financial Advisor



(AIMS) used by Makerere University Business School will ensure that you complete all the required registration formalities within the prescribed time as per the Fees Payment Policy.

WHAT ALL FIRST YEAR STUDENTS MUST KNOW
For a candidate to qualify to be a bonafide student of the University, he/she MUST be registered. Registration is a mandatory requirement of the University which must be done within the specified time at the beginning of the semester. Failure to do so will automatically lead to your place being forfeited to another candidate.

Management Systems



Mr. Calvin Kato Arinawe- Ag.
Guild Speaker



Mr. Ostine Tumwesige BCOM II
19/U/12122/PS, Sec. for Off Campus
Affairs



Mr. Saul Balagadde BBAlII
16/U/13479/EVE Sec. for Social
Affairs



Ms. Florance Gumoshabe BHRM III
18/U/41747, Sec. for Education



Ms. Nambalirwa Jackline BBA III
19/U/22580/PS, Sec. for Sports



Ms. Natasha Alinda DAF II
D/19/U/D13600/PS, Sec. for Health

Joshua Cheptegei defends Monaco title



The 1000km and 5km champion, Joshua Cheptegei entered 2021 in style, by defending the title he won last time in Monaco. The 5km race last year broke Kenenisa Bekele's world record he had set in 2004. Cheptegei won the race at 13:11 time frame beating Birgen Bethwell from Kenya who came second and Davis Kiplangat coming 3rd. On the other side, Kenya's Beatrice Chepkoech won the ladies 5km race at 14:43 breaking Sifa Hassan's 2019 world record set in Monaco. Cheptegei's world record win came a week after the Champion was made the Ambassador for Uganda Tourism Board. Congratulations Joshua Cheptegei.

AFCON U-20: Uganda Hippos storm quarter finals on tournament debut

The Uganda Hippos out beat Mauritania to reach the quarter finals of AFCON U-20. Uganda came from behind through midfielder Steven Sserwada and Derrick Kakooza to finish second behind Cameroon with 6 points. Of the 3 matches played, Uganda managed 2 wins against Mozambique and Mauritania and 1 loss against Cameroon. This is Uganda's debut in this tournament being held in Mauritania this year. The teams head coach Morley Byekwaso could not hold his happiness as he applauded the team for the confidence and zeal

they have exhibited since he took charge of the team. Uganda will play West Africa's Burkinafaso on



quarterfinal as other teams are also waiting for their draws.

Vipers continue search for 2021 league title with controversial win against Police FC

Vipers SC have continued its search for the 2021 season title as they have gone 8 games without a loss. The game against Police FC came as a tight one but the home team managed 3 points out of the game. The game termed as a controversial, saw Police FC custodian, Derrick Ochan receiving an early red card from the centre referee Qudra on the day. Emotions arose at the moment claiming the red card was very unfair to the youngster who

was in the 18 yard box but it couldn't resist Vipers to continue play against a 10-man team. Goals from Ibrahim Orit (2), Ceaser Manzoki (1) gave Vipers the win on the day whereas Eric Ssenjobe and Brian Mayanja Muluuri scored for Police. The result makes Vipers SC go top of the Startimes Uganda Premier League Table with 18 points whereas Police FC pulls to the second position. Vipers SC will now play BUL FC at their next fixture at St Mary's Stadium Kitende.



She Cranes set to play three-match series in South Africa



The Uganda National Netball team, She Cranes is set to leave to South Africa to play the Cape Town three-match series staged in South Africa. Rashid Mubiru the teams Head coach has summoned a squad of 22 players to join the out-camp training. Among the called squad is Mary Nuba currently in UK at Loughborough University where she pursues her studies and playing for the University at the same time. The training is staged to happen at the MTN Arena Lugogo. The series were meant to be played in January 2021 but were pushed due to COVID 19 travel restrictions.

Manchester City flying high in the English Premier League



Man-city continued its winning streak with a win against Arsenal on match day 25. Raheem Sterling's header was enough to lift Man-City to 59 points, 10 points ahead of 2nd placed Manchester United. Arsenal tried to look for an equalizer through team captain Pierre-Emmerick Aubameyang but all his efforts were put to rest by Man-City Goal keeper Moraes. Bukayo Saka also had 2 shots on target on the day but couldn't get maximum points against table leaders

SUPL: KCCA FC thrive 5 past MYDA FC

On match day 8, KCCA FC hosted MYDA FC in the Star times Uganda premier league. The hosts managed to register a win after a long while. Moses Aliro opened the scoring sheet for KCCA FC, Charles Lwanga followed with a brace alongside Bright Anukani. 5 goals were enough to sink MYDA FC sitting bottom on the log with 1 point out of the 8 games played so far. The defeat is one of the second highest for MYDA after having conceded 7 against Vipers SC. The game started with a low tempo but later finished with a dancing rhythm at MTN Omondi Stadium, Lugogo. KCCA FC returned to winning ways after having suffered 3 consecutive defeats in its last 4 fixtures and drawing one. KCCA FC will now visit Wakiso Giants FC at Kyabaggu Stadium, Wakiso whereas MYDA FC will host on form Express FC in Malaba.

Manchester City. With such points, Man-City is in comfortable zone set to be declared champions of the 2021/22 season.

MUBS Undergraduate Programmes

BACHELORS 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 Management
Bachelor of Human Resource Management
Bachelor of Leadership & Governance
Bachelor of Business Computing
Bachelor of Office and Information Management
Bachelor of Arts in Economics
Bachelor of Business Statistics
Bachelor of Transport & Logistics Management
Bachelor of Procurement & Supply Chain Management
Bachelor of International Business
Bachelor of Science in Marketing
Bachelor of Travel & Tourism Management
Bachelor of Leisure & Hospitality Management
Bachelor of Catering and Hotel Management

DIPLOMA PROGRAMMES

Diploma in Business Administration
Diploma in Accounting and Finance
Diploma in Procurement and Logistics Management
Diploma in Human Resource Management
Diploma in Entrepreneurship and Small Business Management
Diploma in Computer Science
Diploma in Hotel and Restaurant Business Management
Diploma in Business Computing

CERTIFICATE PROGRAMME

Certificate in Business Administration