

The Annual  
International  
Management  
Conference 2017

Makerere  
University  
Business School is  
Changing

MUBS students  
to graduate  
at MAK's 67<sup>th</sup>  
graduation

MUBS  
eulogizes  
fallen Deputy  
Principal

# MUBS NEWS

## Balunywa the Sporting Principal

**The Inside Story**



### **MUBS Vision:**

The bench mark for Business and Management Education, research and training in the region.

### **MUBS Mission:**

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

### **MUBS Vision:**

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

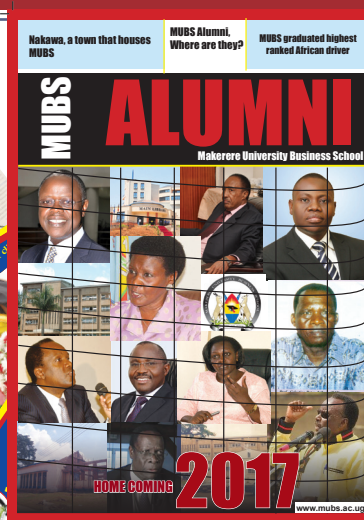


## Editorial



The last ten (10) years of the MUBS news letter have been challenging. Among the challenging things has been having the MUBS Community and other stakeholders to fall in love with our publications and of course working with the CEO who demands very high quality in whatever is done. It has not been easy knocking at the Deans, Heads of Department/sections' office doors trying to fix an appointment for interviews or politely reminding them to respond to that e-mail you send them weeks back asking for information from their faculties and departments.

I am glad to note that this persistence has seen the MUBS



## Ten Years of the MUBS News Letter: A great Learning Experience

Newsletter survive the test of time whose challenges and demand have tremendously increased.

I appreciate the MUBS Community for their support in contributing stories, ideas and advising the Publications Unit on how to make the MUBS Newsletter more interesting to read. Special thanks goes go to Dr. Levi Kabagambe, Ag. Dean Directorate Quality Assurance, Ms. Diana Ntamu, Director Entrepreneurship Centre, Ms. Remmy Namutangula, the Deputy Principal Assoc. Prof. Moses Muhwezi,

Ms. Serina Ateenyi Director Executive Education programmes, Mr. David Katamba Lecturer in the Department of Marketing and International Business, Mr. Frederick Rwakyaka, Public Relations Office and the Principal Prof. Waswa Balunywa for openly pointing out our weakness, and giving us a pat on shoulder whenever we produce good work. The Publications Unit still needs your support and we encourage more comments from the readers to enable us publish quality work

## Annual International Management Conference 2017



**Hon. Amelia Kyambadde in the company of the Principal Prof. Waswa Balunywa inspecting the business exhibitions at the MUBS 21st AIMC 2016.**

The Annual International Management Conference, (AIMC) 2017 will focus on the future of African Businesses. African Businesses have become a central area of debate on policy and research. This is because of the pressure that local African entrepreneurs are facing from the East and Western as well as foreign investors. Thus, the academia is swashed with questions about the future of the African Entrepreneur because there is a general feeling that the business territory has been evaded by a more powerful and better alien called an entrepreneur. There is also a strong academic debate about the cost of business credit and the search for alternative

financing. Of these questions has risen the issue of crowd funding but with limited research. This has pushed the academia, policy makers and the business community to start questioning the role of macro-economic dynamics in the development of businesses. We have to also remember that in most African countries, private sector development policies have started emerging notably Public Private Partnerships among others. This grows a fertile ground for the academia to study and provide guidance to different stakeholders.

Therefore, the 22<sup>nd</sup> AIMC theme is designed to encourage submissions that take unique perspectives on the critical issues related to financial inclusion, entrepreneurship development, entrepreneurial leadership, strategic management and other related research topics that can provide guidance to both the public and private sector.

The 22<sup>nd</sup> AIMC on the theme **"The African Business: Environmental challenges, internationalisation opportunities and global threats"** will feature competitive paper sessions, plenary presentations, case studies, research-in progress and panel discussions. The primary goal of this conference is to provide a unique international forum to facilitate the exchange of leading-edge ideas for effective advancement of knowledge in African business and development.





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## 22<sup>nd</sup> Annual International Management Conference (AIMC)



### CALL FOR PAPERS

**DATE:** September 11-14, 2017

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

**HOSTED BY:** Makerere University Business School, Kampala - Uganda

**DEADLINE FOR SUBMISSION OF PAPERS:** June 20, 2017

**CONFERENCE CHAIR**  
Dr. Edith M. Basalirwa

**DEPUTY CHAIR**  
Dr. Isaac Magoola



# MUBS students to Graduate; Prof. Ddumba Ssentamu

Makerere University Business School students to graduate at the forthcoming 67<sup>th</sup> graduation ceremony set for February 22<sup>nd</sup> to 24<sup>th</sup> at the main campus, Makerere University.

This was after Makerere University Vice Chancellor Prof. Ddumba Ssentamu cleared the fears of students and parents over allegations that nearly 4000 MUBS students would not be graduated by Makerere University over the students' fees payment policies. While appearing before the Education and Sports Committee of Parliament on January 27, 2017, Prof. Ssentamu informed parliament that due to the closure of Makerere University for a period of two months, MUBS could not remit the functional fees. "There is no problem now. Students of MUBS are going to graduate irrespective of the misunderstanding between Makerere and MUBS. I am sure everything between us will be sorted out," noted Prof Ssentamu, in one of his statements. MUBS has since then submitted graduation lists and have been accepted by Makerere University.

The MUBS Principal Prof. Waswa Balunywa had earlier said, MUBS Management would meet with Makerere



**Makerere University Vice Chancellor Prof. Ddumba Ssentamu**

University to resolve the matter, which they did. The Principal appreciated Prof. Ssentamu for addressing the issue and putting an end to the students' and parents' unrest. Earlier on Makerere University Bursar Mr. Augustine Tamale, had written to MUBS alleging that its students would not graduate because the School had failed to clear the Shs4.6b in functional fees. MUBS had denied owing Makerere University that large amount of money.

## MUBS Grooming future leaders

As a way to achieving the "MUBS MUST CHANGE" hash tag, the MUBS Leadership Centre initiated leadership training programmes for Management Committee Members (MCM), Senior Administrative, support staff and supervisors in the various Units and Departments to equip them with leadership and management skills.

A series of these trainings kicked off on Thursday December 8, 2016, with support staff and supervisors being trained in the role of the supervisor, time management, managing meetings, personal management, telephone etiquette, managing social media.

The Administrative staff were trained in differentiating leadership from management and understanding the role of a leader and a manager. While the Management Committee Members (MCM) who are the Heads of Academic Departments and Units were trained in conflict management and managing



**Staff in a training session**

difficult people.

Such trainings are aimed at promoting staff loyalty and commitment, promoting flexibility and efficiency, sharing knowledge of work and increasing productivity. In a changing environment, training remains an important component to ensure individual and organizational competitiveness.





## Balunywa the sporting Principal

January, 20, 2016 all roads led to the MUBS Sports Grounds in Nakawa as MUBS Alumni and staff participated in various sports activities to mark the first Alumni homecoming.

The Principal Prof. Waswa Balunywa took the lead in the Sports activities by leading the mini 400 metre marathon. To the MUBS Community Prof. Balunywa is known as one of the most fit staff. He is into Yoga having been a student in India, Prof. Balunywa learned a great deal about yoga. He's also a part time yoga instructor, who has always offered free lessons to the MUBS Management team.

It was a staff, alumni competition for all abilities to encourage people to keep active in a fun and non threatening environment. A variety of sports and challenges took place which included, a marathon, netball, football, walk race, bottle filling race, sack race, and tag of war to mark the first MUBS Homecoming where the Principal participated in some of the activities and also was present to cheer the games in which he did not participate. Four teams participated in the games namely Academic staff, Administrative staff, Support staff and the Alumni. At the end of the day, the Academic staff were crowned winners followed by the Alumni. It was a great pleasure to welcome the alumni home to their alma mater, Makerere University Business School. Great joy was expressed seeing so many alumni return to renew old friendships and to see how MUBS has grown and changed.



Staff and Alumni in Sac Race competition



Staff and Alumni Football match



Academic staff netball team



Administrative staff netball team





Drake University Provost Sue Mattison dressed in a brown top the Drake and MUBS team visit to Prof Waswa Balunywa's ancestral home in Iganga. They planted trees as a sign of sustaining the environment

## MUBS-Drake University Celebrate 10 years of Collaboration

**O**n January 06, 2017 MUBS and Drake University in the USA, celebrated ten (10) years of collaboration.

MUBS has an exchange programme with Drake University where they exchange staff and students so that they share international academic experience from both institutions of higher learning. The partnership also involves a business skills development programme that fosters research and technology transfer between the two institutions.

Recently the Drake provost Sue Mattison led a 10 man delegation to MUBS to celebrate the ten years of the collaboration. As part of their

effort to promote sustainability, Prof. Waswa Balunywa hosted the Drake team to his ancestral home in Iganga. Prof. Balunywa thanked, Drake Provost Sue Mattison for making the relationship strong and also for coming to Uganda in general and MUBS in particular.

"When we link with a university in a developed country, we fast-track in the areas of research and technology exchange". This benchmark makes us come up with business programmes that are related to our economy," observed MUBS Principal Prof. Waswa Balunywa. He said MUBS is fast-tracking with universities in developed countries in order to improve business research and

technology transfer for better programmes.

The Dean Faculty of Commerce which coordinates the MUBS-Drake partnership, Dr. Isaac Nkote, noted that the collaboration has grown beyond students' exchange to joint faculty research and publication, presenting at conferences, faculty and staff exchange. The partnership has also yielded amazing results like establishing a Grants and Students' Relations Offices at MUBS, the construction of Kikandwa Health Centre II in Kayunga District, building a water supply system at Sure Prospects School, among others.



Kikandwa Health Centre, in Kayunga district before construction in 2014



Kikandwa Health Centre after construction in 2016



## Prof. Balunywa Remembers his Friend through a Poem: Dr. Julius Kakuru PhD, (RIP)

*He could have lived a little longer  
But he lives no longer  
Gone at a tender age  
With all the knowledge  
Indeed the nation has lost one of its best.  
The Academia has lost one of its best.*

*Not quick to say what was on his mind.  
Shy in saying what was on his mind  
But when he did say,  
It made the sway  
What a brain power.  
Indeed he was a power,  
His candle is blown out  
But his ideas are not out.*

*Fare thee well Julius  
You lived your life Julius  
You did your job,  
It was a good job  
So God should be pleased with you  
As we were pleased with you.*

*We shall meet Julius  
We shall meet  
Farewell Julius  
Fare well, till we meet.*

Prof. Balunywa is a poetic Principal, when his friend the Dean Faculty of Entrepreneurship and Business Administration Dr. Warren Byabashaija passed on in 2012, he remembered him through a poem



Dr. Julius Kakuru PhD, (RIP)

## MUBS eulogizes fallen Deputy Principal

### Dr. Kakuru was a fountain of knowledge Ms. Serina Ateenyi

While in office, Dr. Kakuru was a fountain of knowledge on the rules and regulations concerning academic affairs of the University. He was a good Leader and Manager and could easily bring together various people to focus on an outstanding issue in order to find solutions. Though hesitant on issues to do with money, he was keen and assertive on achieving desired goals and objectives. He would guide you on where you had gone astray in his easy and casual manner, making you feel that it wasn't a big deal, yet actually you get the feeling that no short cuts would be acceptable.

When it could come to class, the late Dr. Julius was one of the most brilliant Lecturers I had the honour to meet. He was a very serious person but at the same time very funny. He would throw a joke and while all of you laughed your heads off, he would not even smile- making it even funnier. His constant reference to Bible quotes yet he confessed that he didn't veer in those circles was another learning experience from him.



### Kakuru was a diligent, principled Man

Ms. Rehema Kibeedi

I worked as a Secretary to Dr. Julius Kakuru for five years in the former Faculty of Commerce Makerere University, in the department of Finance and Accounting. Dr. Kakuru was a diligent, principled and approachable person who loved his work accomplished in time. Dr. Kakuru had very good listening skills. Rest In Peace, Kakuru

### He was very tough, strict but very understanding

Mr. Richard Kigongo Kawuki

Dr. Kakuru was a tough, strict but very understanding man. He could give me parental advice and I interacted very well with the whole family. I take this opportunity to thank the Principal, Prof. Waswa Balunywa and his entire administrative team for having availed us with transport to Kagongi, Kashaari district that enabled me as a person to attend the burial of my former boss and friend. May the Almighty God rest his soul in eternal peace.



### I was shocked by his sad news Ms. Connie Basemera

It was the worst news that I had heard in the New Year. For the time that I worked with Dr. Kakuru in the Deputy Principal's Office, I was privileged to witness his strong personality.

As a man of courage, hard work, commitment, prudence and a good leader, Dr. Kakuru set a pace for many of us to follow. We shall always continue to treasure his contribution to the institution.





# MUBS is Changing



## 9 Female Staff Graduate with PhD



**Prof. JC. Munene, Director MUBS Doctoral programmes**

The number of female staff graduating with PhDs in MUBS is increasing. The school had a total of sixteen (16) faculty attaining the highest qualification in education, (PhD) in 2016 and with this number, there were nine (9) female PhDs.

The School has never had nine women complete a PhD at one time. These nine women, who we will refer to as the "Great 9", say that their success is in part

because of the work that other women have laid out before them. They aspire to leave a legacy throughout MUBS as women achievers.

The graduation ceremonies for the "Great 9" took place at different Universities which included, Witwatersrand in South Africa, University of Nairobi, Kenya, University of Dar es Salaam, Tanzania, and Makerere University, Uganda.

At the time of its creation, MUBS had no PhDs. Today, the School has a total of thirty seven (37) PhDs. Time and again the MUBS Principal Prof. Waswa Balunywa has emphasized that the Minimum Academic qualification for a university lecturer must be a PhD.

Some of the Great 9's advise to other women intending to pursue PhDs; Think about why you want to get a PhD. How will it help you achieve your purpose and passion? Once you know that, hold on to it and remember why you wanted to do it when the going gets tough. Be intentional. Have thick skin, but a soft heart. Don't worry about anything, instead pray about everything. **Dr. Jolly k. Byarugaba, PhD**

Mentorship and trustful friendships inspire you to believe in who you are and what you want to offer the world when doctoral socialization process leaves you in doubt. Create and cultivate genuine relationships, inside and outside of the academy. When it comes to your academic work be you and share it with the world. Submit your papers to conferences early and go present it will help you establish connections beyond your institution which can help you establish yourself in the field. But don't sacrifice who you are and the things that make you who you are; find someone who will help you bring you into this work. **Dr. Edith Mwebaza Basalirwa (PhD)**

I learnt that on the PhD journey, one needs to be very organized, very disciplined, committed and very hardworking. I knew when to submit my proposal, when to face the panel, when to defend my proposal. That was good for the system and I fitted in very well. **Dr. Rachel Mindra- Katoroogo PhD**

The biggest obstacle to overcome is fear of your own success. The fear of succeeding at something everyone else felt was impossible for me to do. Once I overcame that fear, I was able to refocus and complete the journey I started. **Dr. Juliet Wakaisuka Isingoma PhD.**



### Faculty of Commerce send off 2016 in style

It was an evening of reunion with drinks in hands and stories to share. The Faculty of Commerce staff and faculty came out to celebrate at the End of Year Party hosted by the Dean, Dr. Isaac Nkote on Tuesday, December 20, 2016 at the ADB building roof top.

The Faculty exclusively reserved the roof top for the event; offering an excellent setting for networking, discussion and exchange. It provided the relaxed evening atmosphere of Clausen. Prior to the party,



**Dean, Faculty of Commerce, Dr. Isaac Nkote , (2nd left) taking a Selfie with then faculty and staff.**

the faculty and staff discussed the challenges and achievements the faculty attained in 2016.



### Faculty of Marketing & Hospitality Management Best Performer in 2016



**Dr. Timothy Esemu  
Ag. Head of Department,  
Marketing**

The Faculty of Marketing and Hospitality Management was rated the overall best performing Faculty in MUBS for the year 2016. Our reporter Willy Giles Okello interviewed the Head of Department-Marketing and International Business and Acting Dean, Dr. Timothy Esemu. Below is the interview.

#### **What made your students to top the impending 67<sup>th</sup> Makerere University graduation?**

First of all, the faculty has a strong team of experienced and senior facilitators who have served this institution for 20 - 30 years in teaching marketing and business related courses. I also have a

team of young people who work very smart. We blend the younger and older people together and in each team, there must be a senior person. These staff are very professional and focused. Secondly, we encourage teamwork in the faculty and also complementing the younger lecturers. Thirdly, there are also interactions between the facilitators and the students; hence a more involving approach is used in teaching. In addition to that, our emphasis to put the theory into practice has made a great impact on the students' performance .

#### **How is the working relationship amongst the facilitators?**

The relationship is very cordial among the lecturers and we always work as a team in order to make the Faculty run well. That is why we ended up by getting that excellent result. We promise even to work harder and smart in 2017, we don't want the standard to deteriorate now.

#### **What does this excellent performance mean to the Faculty?**

We feel very proud of this and more especially in terms of service delivery. For the Faculty to maintain this position, we must change the way we teach. We should also embrace the E-learning. But I must

also say that the extent to which we prepared was evaluated and so therefore, we need to improve on the capacity to teach even more effectively. There are three things that we must learn: Firstly, the role of teaching. You should be knowledgeable through regular training. Secondly, the role of research i.e. building academic credibility and thirdly the mission of the School. MUBS is meant to interact with people and more especially the lecturers should engage with the outside communities. This can help when following up our students in order to see the challenges that they face. It can also help students in growing their careers.

#### **What motivates your staff to work hard?**

The staff in the Faculty are self driven, they feel proud to do their job and they are liked by the students. This was proved by the recent evaluations by the students. We also advise our faculty not to rely on teaching only. We encourage them to go into Consultancy and some other social engagements, besides that we treat them in a friendly way and this encourages them to work tirelessly.



## Department News

# The Department of Leisure and Hospitality Contributing to Uganda's Vision 2040



**Dr. Milburga Atcero ( PhD), HOD,  
Leisure and Hospitality**

MUBS through the Department of Leisure and Hospitality is positioning itself to contribute to the Vision 2040. The department has adopted a student centred teaching approach and field study tours. Lecturers are using the alumni-focused case studies, examinable study tours, community-engaged assignments and guest lecturers to support learning.

The students are encouraged to participate in a number of events management innovations like the Culinary Tourism Bonanza, the MUBS Annual Hospitality Day, and

Entanda study tours among others. The department is also using the community's success stories for their research and publications, lecturing and examining of students.

The department is tapping internship, job, career and business opportunities for its students and graduates. This is done in partnership with their alumni and other industry partners. On the other hand, lecturers are practicing what they teach by starting their own companies. These include Dr. Celestine Katongole's Sights & Sounds of Africa, Ms. Arinaitwe Mercy's Berlin View Restaurant, Mr. Aporu John Paul's STIR UGANDA SAFARIS LTD and Mr. Mutumba Abbey's Abbedax Entertainment and Hospitality Ltd. Such emerging entrepreneurs and industry leaders are strengthening the department.

The department has a collaboration with Lighthouse Television/TBN Uganda. The Television House has sponsored the MUBS Annual Hospitality Day for the last seven years. The also collaborates with French Embassy and the Association of Great Lakes/East African Community and COMESA French Speaking Countries to facilitate the teaching of french.

In conjunction with the MUBS Out-Reach Centre, the Executive Education Programmes, the department organized the first Conference for French teaching Institutions in the region.



**Mr. Kintu Ibra, Faculty Registrar**



**Mr. Aporu John Paul, Field  
Attachment Coordinator**



**Mr. Twaha Busomba**

## Leisure and Hospitality Graduates: Where are they?

Graduate	Programme	Current Position	Organization
Mr. Kalanda Eric Douglas	BCHM	Principal	Jimmy Sekasi Business Institute
Mr. Musiime Andrew	BLHM	ASP-Assistant Superintendent of Police	Uganda Police
Mr. Twinomujuni Godfrey	BTTM	Managing Director	ARC-African Runners Company
Mr. Kirya Eddy	MSc. HTM	Managing Director	Travel 256 Ltd
Ms. Yasmin Adams Nakayima	BCHM	Director	Maarifa School of Catering and Hospitality Training
Mr. Ssebugwawo Denis	BLHM	Managing Director	Real Events Ltd
Ms. Meeme Juliet	BLHM	Gospel Artist	Werek Films



## Students Relations Office: What are its Duties?



**Ms. Martha Abeja**

Among the new roles in the DOS office that will be managed by the Students Relations Office is the opening up of a Centre for students Services that will handle all Academic welfare issues of students.

The office will Provide support and guidance to students who are academically challenged for example those on backlog, those with retakes and those whose grades are very low in consultation with the Deans and Heads of Departments. While handling academics my office will also coordinate the activities of all the students Academic Associations in the School with a bid to enhance practical learning through these Associations. These Academic Associations are vital in connecting practitioners out there to our students.

My office is to register and create a database of all the International Students in the School and keep their records for future reference when need arises. This process has already started with the help of the Foreign Affairs Minister in the guild. Since most of the activities in this office are student related activities, my office works closely with the Guild officials in order to implement some of them. We have already held meetings with the Guild President and some Cabinet Ministers where exchanges have been made to enable both parties get a good understanding of what lies ahead in terms of

service delivery to our students.

While capturing the data for our international students we will liaise with the embassies of the different countries represented by the students for further support.

As earlier mentioned my office in the long run will facilitate the development of the International Students Services Centre in accordance with the school policies and regulations whereby we will have a one stop Centre for the International students. This Centre will address the needs of the International students before they get to Campus ie preparatory information like choices of programmes, guidance on entry requirements, information on accommodation and other facilities in the School etc.

On Spearheading the internationalization of the Institution in terms of marketing the Institution nationally and internationally, we intend to strengthen students exchange programs and development of more international linkages for students with a view of starting small in the East African Region and then rolling it out eventually in Africa and globally.

We believe that as a start, our students need to know what happens in other East African Universities, this cost can be borne by students who are willing to. Since the East African Region is easily accessible, we will encourage our students to pool funds that can take them by Bus for starters across the East African Region. This we believe will strengthen the Collaborations with Universities in East Africa where we have existing MOUs and new ones where we intend to put in place collaborations.

### Privately sponsored Ugandan students (First year students)

#### STATEMENT OF FEES DUE FOR ACADEMIC YEAR 2016/17 SEMESTER ONE & TWO

PROGRAM: BESBM, BLHM, BSAC, BS MARKETING, BTTM, BAE & BBS

Description	Amount Due	Amount Due	Amount Due
	Semester One	Semester One	Semester Two
<b>Tuition fees</b>		1,046,250/=	1,046,250/=
	<b>Functional fees</b>		
Registration fees	100,000		
Examination fees	100,000		
Medical/Examination fees	60,000		
Computer/Library/Research fees	90,000		
Identity Card	15,000		
Guild/Sports fees	25,000		
Rules & Caution	2,000		
Development fee	123,500		
Internship	112,500		112,500
Subtotals	628,000/=		
Total Per Semester	( 6 2 8 , 0 0 0 + 1,046,250 )		1.158,750/=
Annual fees		1,674,250/=	2,833,000/=



### MUBS Security in training

The safety of people in MUBS and their property is in the hands of the security staff. This calls for the security staff to be contentious while executing their duties, exhibit high discipline and keep the institution safe. For the security staff to be able to do carry out their duties, annually the School conducts refresher training programs for them.

The trainings target staff who were recruited in the course of the year. They undergo full training including physical and other related security knowledge programmes. For the old staff, members they are taken through refresher programmes including a fitness programme and other courses like customer service among others. In this year's training approximately sixty 60 members of security staff have been going through different training programmes. These have included the physical fitness programmes which normally take a toll on those who have not been keeping their bodies well.

### Students Appraise Their Lecturers

In a bid to improve students' learning and performance, the School conducts periodic evaluation of the academic staff by students. While assessing lecturers, students consider key areas which include, ability to share knowledge, communication skills, presentation, course content, delivery methods among others. The lecturers are also evaluated by their peers. This exercise is meant to shift from teacher-centred learning

### Second semester commenced on January 28, 2017

After a long Christmas break which lasted for almost a month, bachelors students are expected to report back for the second semester on Saturday, January 28, 2017. The students broke off their first semester holidays on December 9, 2016 after sitting for semester one examinations. The second semester will comprise of lectures, coursework test, examinations and other academic and social activities as per the designed schedule.

### Strengthening Management Positions in the School

In Management, transfers are recommended periodically to enable all staff value the organizational goals and also learn what takes place in other Units or departments. Towards the end of 2016, there were transfers made across units in the School. The transfers, this time, focused on strengthening managerial positions in the Institution.

to student-centred learning. The objective of this appraisal is to improved performance and emphasis is on development rather than judgment. The Assessment is made to ensure that students involved in the learning process. Both lecturers and students should be equal participants in the classroom. A teacher should teach and learn; a student should learn and teach.

### Staff who lost their beloved ones

We want to express our sympathy to all the MUBS staff, faculty and students who lost their loved ones. Losing a close family member is always sad and we want you to know that we are very sorry for your loss. Our sympathies go out to Mr. Michael Malema, a Security Guard at the MUBS Regional Campus - Mbale who lost a mother, Ms. Sharon Atukunda, a Lecturer in the Department of Entrepreneurship lost a father, Hajjat Night Zaiki, an Administrative Assistant at the MUBS Regional Campus - Jinja lost a mother. May their souls RIP.

### Examination marking

On Monday, December 12, 2016 the academic staff started marking the end of semester one examinations.

One of the School's core activities are to teach, examine and prepare the students for graduation. This process involves students sitting for examinations which were successfully ended on December 9, 2016 and results are expected to be out by the time students report back for the second semester.

### Principal's New Year Message



I take this opportunity to congratulate each one of you for having gone through 2016 and I hope that this year will be better. We have all made our plans especially personal plans however it is important for us to also think about the organisational, departmental and personal plans in respect to our work. Last year as we closed, the major issue on our minds was the change in MUBS. There have been many questions on what is this change we are yearning for. I would like to highlight a bit on the change that we need to make. It is important to also appreciate that nothing freezes in place. Change is taking place everywhere in different aspects of life and we too need change along with it or to create our own change.

In 2017, emphasis is on, **Attitude.** Some of us are positive others are negative. Some never see a good thing at all in what others do. Some are pessimistic and others are optimistic. We have a choice to be positive about the things we do about our work, our workmates, our institutions and of course ourselves. It is all in our mind. If you are anything other than someone with a positive attitude, this is the change that I am requesting that you do. Be positive about the things I have talked about. It also improves

### MUBS MUST CHANGE

your health.

**Behavior.** Behavior is our action that comes from our thinking, attitudes and needs. It is related to the above. Can we come on time? Can we deliver our promise to our customers? Can we be reliable and trustworthy? There is a need for a change in behavior. Why do we run to sign out just to show you signed out but what do you actually deliver in the course of the day?

**Technology.** Technology has been the greatest

enabler of change. It has given us numerous products. It is changing the way we work and live. We cannot stop it. We can only adopt it to our conditions. Are you aware of the different technologies in the different aspects of your life? Communication, shopping, teaching and other areas. The consequences of change. Adopting change improves the way we deliver our services, makes us more efficient, reduces costs, increases yield and makes the organizational better.



### Letter to the Principal

In her letter dated December, 5, 2016, Mrs. Christine Kagere Nassuna a former supervisor in the School Secretary's Office expressed her gratitude to the Institution for according more years to serve in the Institution after she clocked retirement in October 2010. Below is her letter .

5th December, 2016

The Principal

MUBS

Thru: The School Secretary

MUBS

Thru: The In-charge Cleaning Section

Dear Sir,

**RE: LETTER OF APPRECIATION**

I am extremely happy to write this letter of appreciation to you and also to the school Management. I was appointed as a messenger/cleaner of Makerere University under the Department of Commerce in October 1976 and then in 1997, the department moved to Nakawa when it became a Business School. I must thank God who has kept me a live up to now.

Sir, I want to thank the Heads of departments, and the Management of MUBS which allowed me to educate my children under the Biological Scheme. I wouldn't

have made it due to the low salary I earned. I continue to thank the hospital management for the care rendered to me whenever I could call in.

I can not forget my fellow friends in the Tea- Room whom we have been sharing ideas since 1988 and may God continue to keep them. I reached 60 years in October 2010 and I was given a contract of five years that ended in 2015. Still, I continued for another one year with friends in the Tea- Room. Principal, I am glad to let you know that there is a time for everything on earth here; a time for beginning and a time for ending. So, I have decided to end my duties in MUBS this year and start another life with my Giff Mr. Justice Odiba Cadribo and our dear children in Nsangi Katereke.

I wish you well and the Management of MUBS a happy New Year 2017 and also good life in MUBS (a place to be).

Your obedient servant,

**Christine Kagere Nassuna (Mrs.)**



### THE MATURE AGE ENTRY SCHEME EXAMINATIONS. (2017/2018) ,

The Academic Registrar, Makerere University, announces that the mature age entry scheme examinations for the academic year 2017/2018.

Entry will be held on Saturday 25th February, 2017.

To be eligible for the mature age entry examinations, the candidate must be at least 25 years old. Application forms for those intending to sit the examinations are issued at the university, room 505, senate building on payment of non-refundable application fees of shs.150,000/= using Makerere University bank paying.

### Policy on staff development scheme

Recently the School amended the staff Development policy to include the following:

That Staff who fail to secure a minimum of Lower Second class degree at the end of the first or second year of their studies in any of the programmes should not be funded subsequently and should therefore lose their fellowship. The Policy is intended to maintain quality in the School.

### MUBSASA Financial Literacy Training

The non teaching staff ended the year 2016 in style with a financial literacy training. The half day training was organized by the Association's Chairperson Mr. Bataringaya Bombeka.

The training was facilitated by Dr. Rachel Mindra Katoroogo, the Head of Department Finance. In her presentation, Dr. Mindra explained to the staff how money works. She noted that it is very important to learn how to earn, manage and invest money. She challenged the staff to adopt a saving and investment culture if they are to enjoy their retirement and live a quality life. She further advised them to learn to live within their budgets and avoid spending by impulse. "It is important to always ask yourself questions like do I have the income to buy an item? Can I afford it? Is it a liability or an asset?," before buying", she said.



### Students warned against examination multi practices



MUBS diploma examinations kicked off on January 9, 2017 and the students were strongly warned against any form of examination malpractices and cheating. It is an offence for a student to get involved in cheating examinations. Cheating in a University assessment is a very serious academic offence, which may lead ultimately to expulsion from the University. Cheating can take one of the forms, taking into the examination room, non authorized material, writing notes on yourself, having notes written in your identity documents or authorized examination materials.

### MUBS RBS 3<sup>rd</sup> AGM

On December 16, 2016, the School held the 3<sup>rd</sup> Annual General Meeting for the Retirement Benefits Scheme.

The meeting highlighted the benefits provided under the School Retirement Benefits Scheme. The Chairperson of the MUBS Retirement Benefits Scheme (RBS), Mr. Joseph Mukasa, commended the good job the members are doing to contribute towards their retirement. He noted that, with the retirement Benefits Scheme, staff get the benefits to save for a comfortable retirement in an easy, affordable and convenient way.



**Mr. Joseph Mukasa,**





## Mainstreaming and Inclusion of Persons with Disabilities at the Workplace

challenges but also face additional infrastructural, financial and attitude issues. Organisations need to develop policy statements and practices that illustrate attention to disability inclusion in the workplace. These may include Policy statements related to nondiscrimination and inclusion of disabled persons, measures to make the workplace, printed materials, the online environment and commercial outlets or distribution points accessible and Disability awareness training for management and coworkers. Organisations could also promote the training, hiring or retention of disabled persons and to enhance their productivity through Internships, training programmes and mentoring or leadership programmes specifically oriented to Persons with disabilities.

The Persons with Disabilities Act, in section 12 prohibits discrimination in employment on the grounds of disability and details the grounds that are considered to constitute discrimination. Section 13 of the Act provides that persons with disabilities have a right to practice their professions and to carry on any lawful occupation, trade or business of their choice. It also calls on the

government and private sectors to promote the right to employment of persons with disabilities, including those who acquire a disability during the course of their employment, to work on an equal basis with others and to earn a living by work. However few of the employers knew the details of the Act and how it also promotes their rights.

A diverse workforce, inclusive of people with disabilities is important as many companies now realize that people with disabilities are productive, reliable employees who bring benefits to the workplace. Hiring people with disabilities can contribute to the overall diversity, creativity and workplace morale and enhance a company's image among its staff, in the community and among customers. People with disabilities make good, dependable employees and higher job retention rates between employees with disabilities and a company's general workforce.

**By Byomire Gorretti, Lecturer**

**Representative of MUBS Staff with Disabilities to the MUBS Council and Acting Coordinator MUBS Disability Resource and Learning Center-MUBS**

### STATEMENT OF FEES DUE FOR ACADEMIC YEAR 2016/17 SEMESTER ONE & TWO PROGRAM: BESBM, BLHM, BSAC, BS MARKETING, BTTM, BAE & BBS Admitted with Diploma

Description	*Amount Due	Amount Due	Amount Due
	Semester One	Semester One	Semester Two
<b>Tuition fees</b>		1,046,250/=	1,046,250/=
Exemption fee 20% of Tuition		209,250	209,250
	<b>Functional fees</b>		
Registration fees	100,000		
Examination fees	100,000		
Medical/Examination fees	60,000		
Computer/Library/Research fees	90,000		
Identity Card	15,000		
Guild/Sports fees	25,000		
Rules & Caution	2,000		
Development fee	123,500		
Internship	112,500		112,500
Subtotals	628,000/=		
Total Per Semester	( 6 2 8 , 0 0 0 + 1,255,500 )	<b>1,883,500/=</b>	1,368,000/=
<b>Annual fees</b>			<b>3,251,500/==</b>



## The impact of financial management practices and competitive advantage on the loan performance of MFIs by:

Assoc. Prof. Stephen Nkundabanyanga, Ms. Brendah Akankunda, Ms. Irene Nalukenge and Ms. Immaculate Tusiime. Published by the International Journal for Social Economics

### Abstract

**Purpose** – The purpose of this paper is to study the impact of financial management practices and competitive advantage on loan performance of microfinance institutions (MFIs).

**Design/methodology/approach** – In this cross-sectional study, the authors surveyed 70 MFIs in Kampala, Uganda. The authors applied principal component analysis to reduce the number of factors and identify the important elements that capture financial management practices, competitive advantage and loan performance of MFIs. The authors put forward and tested three hypotheses relating to the significance of the relationship between these three variables of MFIs using the statistical software package, SPSS and also apply the normal theory approach developed by Sobel (1982) and Baron and Kenny (1986) in testing the mediation by competitive advantage.

**Findings** – Robust financial management practices are associated with better loan performance of MFIs.

Results also reveal a significant positive relationship between the competitive advantage of the MFIs and their loan performance. Furthermore, a significant positive relationship between competitive advantage and loan performance is found. Moreover

results also show a full mediation effect of competitive advantage on the association of financial management practices and loan performance, implying that the association of financial management practices of the MFIs on their loan performance is entirely through their competitive advantage.

**Research limitations/implications** – Although there is plenty of literature on loan performance, financial management practices and competitive advantage, there is scarce literature on their effective conceptualization. This together with the imprecise definition of competitive advantage may have affected conceptualization of the authors study. Thus, in this study, the authors do not claim highly refined measurement concepts. Moreover, many of the extant studies for instance have measured loan performance quantitatively, yet process factors which are inherently qualitative in nature can better explain variances in loan performance concept. More research is therefore needed to better refine qualitative concepts used in this study.

**Practical implications** – Efforts by the MFIs management to improve loan performance must be matched with adoption of financial management practices that provide MFIs with sustained competitive advantage over their rivals.

**Originality/value** – In order to explain



**Assoc. Prof. Stephen Nkundabanyanga**

loan performance of MFIs, and drawing from social economics, management and accounting strands, this study shows that assessing the role of competitive advantage in the relationship between financial management practices and loan performance is imperative. Also, many of the extant studies have measured loan performance quantitatively, yet process factors or antecedents which are inherently qualitative in nature can better explain variances in loan performance concept. Thus this study calls for the refinement of loan performance concept and accounting for endogeneity.

### STATEMENT OF FEES DUE FOR ACADEMIC YEAR 2016/17 SEMESTER ONE & TWO PROGRAM: BESBM, BLHM, BSAC, BS MARKETING, BTM, BAE & BBS

Privately sponsored Ugandan students (Second year students)

Description	*Amount Due	Amount Due	Amount Due
	Semester One	Semester One	Semester Two
<b>Tuition fees</b>		1,046,250/=	1,046,250/=
<b>Functional fees</b>			
Registration fees	100,000		
Examination fees	100,000		
Medical/Examination fees	60,000		
Computer/Library/Research fees	90,000		
Identity Card	15,000		
Guild/Sports fees	25,000		
Rules & Caution	2,000		
Development fee	123,500		
Internship	112,500		112,500
Subtotals	628,000/=		
Total Per Semester	( 6 2 8 , 0 0 0 + 1,046,250 )	<b>1,674,250/=</b>	1.158,750/=
<b>Annual fees</b>			<b>2,833,000/=</b>



### BTTM III Students' Study tour to Eastern Uganda



Students at the source of the Nile

As part of the field experiences and effort to produce practical students, the Bachelor of Tourism and Travel Management year three students had a three day study tour to Eastern Uganda. The purpose of the study tour was to share knowledge of what is on the ground in Uganda with regard to sustainable tourism development as well as to learn more about tourist attractions in the Eastern part of the country. The team was Led by Dr. Celestine Katongole, a lecturer in the department of Leisure and Hospitality.

The students received lectures from site guides and managers at the three destination attraction sites, these were Ssezibwa Falls (Kabaka's Trail), Mabira Forest Ecotourism project (Community Project); and Sipi Falls Guiding office (Youth Project). The lectures covered a wide range of areas, from what sustainable tourism is to the site activities, challenges faced, achievements made, impact of the initiatives and future plans. The students also participated in the activities provided at the above sites, including forest trekking, hiking, nature walks, natural pool swimming, and sightseeing. They enjoyed other sites such as a boat ride at the Source of the Nile, Diving and Swimming at the powerful Grade VI Itanda Falls, the Mighty Sipi Falls and Mise cave.



### BTTM Year Two Study Tour To Entanda, Mityana District

Recently the Faculty of Marketing and Hospitality Management entered a partner of Entanda Community Tourism Association (Entanda) in Mityana district. The partnership is intended to promote research on inclusive tourism, conservation of unprotected wildlife and knowledge exchange. As part of the partnership, the Bachelor of Tourism and Travel Management year two students had a study tour at Entanda. The tour was very exciting, it was spiced up with traditional music, fresh organic fruits and traditional lunch (Luwombo). As part of the four day study tour, the students also had a lecture on the history, culture and Geography of the Tooro region while in Fort Portal. They had a tour of a number of volcanic features, waterfalls and mountains with support of a professional tour guide. They received a full field lecture from their lecturer Dr. Celestine Katongole on guided walking safaris, dealing with dangerous game and how to conduct guided nature experiences. This knowledge was used to assess how well the site guides practiced the theory. Finally the students undertook a game drive in Queen Elizabeth National park, with the lecturer as the tourist guide. They saw various types of animals, birds and vegetation types in the backdrop of the clear Mountain Rwenzoris.

## Bachelor of Travel and Tourism Management (BTTM)

At the end of this programme, the graduates will be able to competently work in establishments such as;

- Wildlife centers
- Amusement parks
- Theme parks
- Entertainment centre's such as zoos
- National parks and Game reserves
- Cinemas

- Attractions
- Tour operators
- Travel agencies
- Resorts
- Events management companies
- Leisure centers
- Functional role in personnel, finance, marketing, research and consultancy.



### MUBS Skills Development Programme (SKIDEP) changing students' life

**M**UBS is creating a unique brand through the skills development programme. As a way of differentiating our students, MUBS established the Skills Development Programme (SKIDEP) in the year 2009 primarily to provide an opportunity for all students in their last year of study enhance their employability skills through equipping them with entrepreneurial, leadership, Career Planning, financial literacy, home management, life and key office IT

skills.

It is a non academic training programme run under Career Guidance Office in support of the MUBS Entrepreneurship, Leadership and ICT Outreach Centres.

Through the Skills Development programme, MUBS is differentiating her graduates from other graduates. The programme enables the students to acquire different skills to make them competitive in the job market.

The programme is run through out the semester and students are given certificates of attendance on completing the programme.

These are practical hands on skills that enables them to either start a business or get into employment with ease. The students are also introduced to small scale manufacturing activities like making soap, shampoo, cheque book holders and small bags.

### A SEMESTER OF A DIFFERENCE

**D**id you know that as long as sun rises and sets, each day comes with a bouquet of opportunities, lessons and inspirations in a new way? Did you know that each day that passes can not leave you the same as long as you are willing to listen and learn? Did you know that cars with a small engine however much you accelerate; they can not run as fast as those with a big engine? And as the big cars hoot, the small ones give way, besides, they all reach their destination! Did you know that deep within you is a treasure that can make you a noble figure than you have ever expected?

This has been a semester of a difference in which I have been able to get answers to the most personal and bothering questions: Where is the difference, why them, will I ever, where is the secret, what can be done?

I have been able to find answers through the sessions organized by entrepreneurship centre through which various speakers have enabled me in particular to purchase a bigger engine at a cheaper cost and keep on the road. This was acquired through soft skills development lectures. I realized that understanding the inner person and her abilities is the first step to success. However, interest and attitude are the prerequisite tools. To have them is to have a bigger engine that enables you to drive faster.

#### ATTITUDE

I was able to realize that as long I live, the more I realize the impact of attitude on life. Attitude is more important than facts, the past, the education, money, circumstances, failures, success, and than what other people think or say or do. It is more important than appearance, giftedness or skill. It can break or make a business. The remarkable thing is that we have a choice every day regarding the attitude we will embrace for that day. We cannot change our past and the way people will certainly act. The only thing to do is play on the string which is our attitude. Thus we are in charge of our attitude because a big percent is how we react about what happens to our life. To be successful we need to understand our attitude.

#### INTEREST

I have also been able to understand that Interest is a primary component I must have in my character to succeed. For me to add value to any project, I must be interested in it. This pushes us to go for what we need at whatever cost because the heart is willing. This applies to each one of us. Above all we have to be resilient.

It all starts with you.

**Rev. Sr. NUWAGABA JUSTINE, BESBM III**



### MY EXPERIENCE IN SKILLS DEVELOPMENT PROGRAM

In each day of our lives, we create anecdote to tell. At the end of it all anecdote of success or failure is told. However what matters most are the lessons we draw from these anecdotes. It is upon this that I have decided to tell a short story about soft skills development program at MUBS. How is it? Has it been interesting? Has it been beneficial?

At the drop of a hat, I take this opportunity to thank the management of MUBS for the tireless efforts given to us for the purpose of enabling our future. With a heartfelt gratitude, I also give thanks to all my dear lecturers and facilitators for guiding and helping us in all our endeavors most especially in the soft skills development program.

Several times my course mates used to share with me the impact of soft skills program and I couldn't give them a hoot, I would deny them an ear, "When pigs fly"! I used to reply. I barely accepted that the privilege of a lifetime is being who you are!! This was because whenever my friends would tell me to attend such programs it would give me the creeps. All these were a result of lack some components of skills-off skills.

Later on, after having known that every man is the architect of his own fortune, I ceased barking up the wrong tree and I decided to attend a soft skill development lecture. Gosh, the soft skills addressed on that very day were the real weaknesses I have ever had in my life.

I benefited a lot especially concerning personal branding, love and dating, the six achievements a man should aim at; Education, Wealth, Prominence, Power, Procreation and Age.

As a student of entrepreneurship, soft skills have not only bestowed a transition in my attitude but also in my everyday life. And it is through this soft skills program that I started keeping my chin up and looking at the bright side of life. This has helped in buckling down in all situations.

I am proud to be part of MUBS, the Harvard of Africa! I love you all and may God continue blessing our mighty institution, MUBS.

**WALULUMBA SAMUEL  
BESBM III**





# Securing the Girl Child's future

By Barbara Kemigisa, staff at MUBS

I cry for the girl child. The most annoying part is parent's expectations. When a girl is born they usually ask what sex the baby is and then someone replies with all excitement SUGAR, COWS blab la bla. The girl becomes a woman just as she is from her mother's womb. I am terribly sorry for all you parents who have been disappointed by your girls. She dresses the most indecent you can think of, she is the learning hub for boys in the village as the young and old take their bite. You have endeavored to take her to the best schools but you have now looked a fool yourself due to over pleading with school administrators.

I know I am no longer under that category but for the sake of this purpose I surely need this as real as possible. No sugar coating and no being biased. I know what I am talking about through experience. Girls have run wild and it seems like nobody can change that. There is that bit of you that keeps pumping your head and heart to go wild. I remember how I would cut my skirts short simply because there is someone to impress. Somehow you have



it at the back of your small nut that there is someone waiting to see.

This is common with adolescents and university girls. OMG! How I wish parents had a slight idea of the crap these girls do. I would escape school even if it was just one bottle of beer or a night with someone as long as he would give me transport back or drop me. It's obvious we have done it all and I am beyond happy that my evening was well spent. Bambi parents warn us and others who may feel you girl you gone too far! At that time, you know most and whoever tries to stop you must be avoided. How do you make her miss that night with the guy who promised to pay for her at the club, buy her drinks and drop her later! She will do anything to go.

Most cases I feel like screaming to someone to stop something I feel is going to end up wrong and that is when I remember what it means to be there. It is easy if you have never gone through such a life to tell someone to stop. Some of these people have a back ground to break, it is beyond them and there are obviously many factors surrounding their actions and you simply need to learn how to help them live better and safe.

My dear parents, it's good to learn that your little girl is no longer a virgin, she smokes heavily and clubbing is like food to her. Learn to live with it and be expectant of more if you don't try to do something non judgmental for her. Support and help her out. Many times this girl gets to a time when she needs someone to talk to. The truth is there is a point where this girl knows that what she is doing is extremely cheap and that alone weighs her down. Your role is to keep in check for you never know you might find her at such a time. We know that you parents are the reason we become whatever we become.

As we close the year, we would like to extend our appreciation for your participation in the MUBS Leadership Centre activities during the past years. We would like to take this opportunity to introduce and invite you to be part of our programmes for the off the shelf training programmes 2017. We also conduct tailor made programmes on request.

Below is the schedule for 2017. We look forward to being with you during those programmes

Once again we wish you a happy festive season and blessings.

Management

<div>  <b>DEVELOPING LEADERS, BEST LEADERSHIP AND GOVERNANCE PRACTICES</b>  </div>				
THE MUBS LEADERSHIP CENTRE OFF THE SHELF TRAINING PROGRAMMES 2017				
MONTH	ACTIVITY	TARGET GROUP	DURATION / DATES	FEES: UG.SHS PER HEAD OR SPONSOR
March	Balancing Home & Work For Women	Career Women	2 days March 30 <sup>th</sup> -31 <sup>st</sup>	260,000/=
May	Team building and Conflict Management	Managers and team leaders	2 days May 18 <sup>th</sup> -19 <sup>th</sup>	240,000/=
May	Leadership in Local Government	Parliamentarians, CAOs, Local Council Leaders	2 days May 25 <sup>th</sup> - 26 <sup>th</sup>	200,000/=
June	Empowering Women to Lead Training Programme (Unlocking you leadership Potential)	Women and Men	1day June 15 <sup>th</sup>	280,000/=
July	Leading in changing Times	Managers, CEOs	2 days July 13 <sup>th</sup> -14 <sup>th</sup>	250,000/=
September	Leadership & Organization Conflict Management	Managers and Team leaders	2 days September 21 <sup>st</sup> -22 <sup>nd</sup>	300,000/=
October	Effective Board Management Training	Board Members & CEOs	2 days October 12 <sup>th</sup> -13 <sup>th</sup>	300,000/=
October	Empowering Women to Lead Training Programme (Unlocking you leadership Potential)	Men & Women	2 days October 26 <sup>th</sup> - 27 <sup>th</sup>	280,000/=

## Rugby Players demand for female rugby teams at universities



Most sports fraternities at Ugandan Universities are played by both sexes for example basketball, volleyball save football which is less paid attention to by the ladies. However, Rugby as a sport has no female teams at most universities and the institutions also seem to be reluctant to counter this crisis. Following this, Sam Wamani – a veteran rugby player and Chairperson Kyambogo University Alumni Rugby Club revealed his discomfort to Red Pepper. "The issue of no female rugby teams at Ugandan universities has killed many female rugby talents which is not good for the rugby world," Wamani told Red Pepper.

Wamani added that since more young ladies watch the sport, it is vital for it to be introduced to

female students at universities.

"If you go to Kyadondo Rugby Grounds or Legends Grounds on a match day, you will find many passionate young female fans cheering their respective teams, why not take the sport straight to these young ladies at universities, they will cheer themselves," a very serious Wamani told Red Pepper. Wamani also added that he feels uncomfortable seeing only male students taking part in the sport as the females look on.

"I don't feel fine just watching the young female talent of rugby being buried as everybody is looking on, for example at the East Africa University Games, only male students take part in rugby competitions as the females are side lined," Wamani exclaimed.

Wamani has however pledged to take a bold move to see how the issue will be handled and has promised to involve relevant stake holders to take the bull by the horns.

Adopted from the Red pepper



## Beach Soccer: MUBS outwits YMCA

Nine goals, a red card and charged emotions defined the titanic Beach soccer clash that witnessed MUBS out with arch rivals YMCA 5-4 at Lido beach on Sunday. MUBS' Joachim Goloba scored individual four goals as Elvis Kasujja had got the other of the Hurriken group encounter, the first game played on the day.

Allan Zirimenya netted a hat-trick and Jonah Kikoyongo scored for YMCA in a match that witnessed another Allan entity – Katwe red carded for elbowing.

The first period ended one goal apiece for the two clubs. Still, the second period ended two goals for either side and the decisive quarter was taken by MUBS who scored at the death.

MUBS' team manager Hilary Kimbugwe sighed with relief after the final whistle from FIFA referee Ivan Kintu Bayige, who was assisted by his other two FIFA badge holders – Shafic Mugerwa and Muhammed Ssentenza. "We needed this victory at all costs. That is why the players gave their best effort to win the game."

MUBS only picked their second victory in four games, putting them on six points, beach.

## Privately sponsored Ugandan students (First year students) ; STATEMENT OF FEES DUE FOR ACADEMIC YEAR 2016/17 SEMESTER ONE & TWO. PROGRAM: BOIM, BBC

Description	*Amount Due	Amount Due	Amount Due
	Semester One	Semester One	Semester Two
<b>Tuition fees</b>		1,155,000/=	1,155,000/=
<b>Functional fees</b>			
Registration fees	100,000		
Examination fees	100,000		
Medical/Examination fees	60,000		
Computer/Library/Research fees	90,000		
Identity Card	15,000		
Guild/Sports fees	25,000		
Rules & Caution	2,000		
Development fee	123,500		
Internship	112,500		112,500
Subtotals	628,000/=		
Total Per Semester	( 6 2 8 , 0 0 0 + 1,155,000)	<b>1,783,000/=</b>	1.267,500/=
<b>Annual fees</b>			<b>3,050,500/=</b>





# MAKERERE UNIVERSITY BUSINESS SCHOOL

## EXECUTIVE EDUCATION PROGRAMMES UNIT (EEP'S)

### TRAINING OPPORTUNITIES AT MUBS FOR 2017



#### Our Mission

To improve Competitiveness of Organizations and individuals through Training & Consultancy

#### Overall Strategic Goal

To provide leadership in executive education programmes in corporations

We provide Tailor Made/ In-House Training Programmes to suit the needs of clients. If customization, flexibility effectiveness and efficiency mean a lot to you, do not hesitate to contact our training administrators on the following address below to discuss your requirements;

Executive Education Programmes Centre (Office of the Principal)

Main Building-Ground Floor – Room 6

Plot 21A, Portbell Road, Nakawa/P. O. Box 1337, Kampala

Telephone: (+256)414-338112 - Directors' Mobiles: 0752 – 436767

Fax: (+256) 414 – 505921

E-mail: [aserina@mubs.ac.ug](mailto:aserina@mubs.ac.ug) and [eepps@mubs.ac.ug](mailto:eepps@mubs.ac.ug); Website: [www.mubs.ac.ug](http://www.mubs.ac.ug)

Date & Time	Course Title	Target Audience	Fees
January 09 – 13, 2017 9:00am – 1:00pm	Customer Service Care	Dy. Directors, Senior Administrators, Administrators, Administrative Assistants and Supervisors	MUBS
January 16 – 19, 2017 9:00am – 1:00pm	Management of meetings		
January 23 – 27, 2017 9:00am – 1:00pm	Effective Communication & Public Speaking skills		
February 6 – 10, 2017 5:30pm – 8:00pm	Public Procurement and Contract Performance Management	Procurement officers, Top & Middle Level Managers, Government Officials, Heads of Departments, Supervisors, Bankers, Business Owners, Fresh graduates.	300,000/=
February 20 – 24, 2017 5:30pm – 8:00pm	Accounting & Finance for Non-Finance Managers	Top & Middle level Managers, Supervisors, Bankers, and Business Owners.	300,000/=
February 11 – March 26, 2017 (Only on Weekends) <u>Saturdays:</u> 8:30 am – 4:00pm <u>Sundays:</u> 9:00 am – 1:00pm	Oil, Gas and Energy Management	Professionals and businesses whose current work intersects with the oil and gas value chain and for those professionals who would like to seek a new career in the oil and gas. This training program is suitable for support staff working in the oil and gas industry, managers, analysts, engineers, finance and accounting professionals, HR, IT, Operations and support staff, PR, marketing and sales staff among others.	750,000/=
March 13 – 31, 2017 5:30pm – 8:00pm	Supervisory Management Skills (Module I, II & III)	Corporation Secretaries, Human Resource Personnel, Personal Assistants, Middle level Managers, Heads of Departments, and Fresh Graduates with no Management experience but with potential careers in management positions.	700,000/=

## Makerere University Business School Academic Programmes

Privately sponsored Ugandan students (Third year students)

STATEMENT OF FEES DUE FOR ACADEMIC YEAR 2016/17 SEMESTER ONE & TWO

PROGRAM: BESBM, BLHM, BSAC, BS MARKETING, BTTM, BAE & BBS

Description	Amount Due	Amount Due	Amount Due
	Semester One	Semester One	Semester Two
Tuition fees		1,046,250/=	1,046,250/=
Functional fees			
Registration fees	100,000		
Examination fees	100,000		
Medical fees ( Option)	50,000		
Computer fees	50,000		
Library	20,000		
Guild	8,000		
Development fee	123,500		
Subtotals	451,500/=		
Total Per Semester	(451,500+1,046,250)		1,046,250/=
Annual fees		1,497,750/=	2,544,000/=