



VP Ssekandi opens the 6th AILC



(R-L) The Vice President of Uganda HE. Edward Kiwanuka Ssekandi, Prof. Waswa Balunywa, Dr. Silver Mugisha and Prof. Mondo Kagonyera.

The Vice President of the Republic of Uganda HE. Edward Ssekandi commended MUBS Management and the Leadership Centre for having put a platform where people will appreciate the histories of leadership and government utilities as well as assist government to achieve its objectives.

He made these remarks while opening the 6th Annual International Leadership Conference on July 23, 2015, at the National Water and Sewerage Corporation International Resource Centre.

The Vice President noted that, many people join leadership without knowing what it takes to be a leader. "A good leader must have specific qualities which include; competence, visionary, generosity, responsible, disciplined, charismatic among others which will guide them as leaders" he said.

HE Ssekandi further noted that a good leader should be teachable.

"If a leader is teachable, he/she can learn new things all the time which positions him/her to appreciate what a particular society needs at a given moment in time, thus putting in place projects which capture and respond to people's needs."

He requested the researchers to share practical findings from their research with Government. HE Ssekandi also appreciated the conference theme saying that it is timely and relevant.

Makerere University Chancellor, Prof. Mondo Kagonyera appreciated HE. Ssekandi for having accepted to grace the invitation and share words of wisdom with the participants and citizens of the country. In agreement to share the findings with the Government, Prof. Waswa Balunywa requested a keen look into the findings because research is the only way to release and implement policies that will benefit the country and the citizens.

MUBS Trains South African Bankers

Senior South African bankers under their training organization BANSETA and Wits Business School, were at Makerere University Business School from July 6 to 10, 2015 learn about Uganda's economy and the banking industry.

The twenty four (24) man delegation was led by the Program Director Mr. Richard Thomson from Wits Business School. This is an annual event where the South African Bankers visit different countries to learn more about their economies. In Uganda, MUBS was selected to be the host. Organized by the MUBS Executive Educations Programme, this is the fifth time, the programme is hosted by the School.

Among the facilitators were Prof. Waswa Balunywa; the MUBS Principal, who took them through the economy of the country. He noted that the banking sector is highly advanced, extremely dynamic and characterised by continuous technological innovation. He noted that it is essential that bankers anticipate this progress and match it proactively with well-reasoned responses and high-quality programmes. Other facilitators included Mr. Juma Kisaame; Managing Director DFCU Bank and Dr. Tanga Odoi from Makerere University.

To have a clear view of the Ugandan economy and the banking sector, the group visited various financial institutions which included; Barclays Bank, Finance Trust Bank, FINCA Uganda, Opportunity Bank, Vision Fund and Pride Micro-Finance. They also toured market places like Nakasero market and the famous St. Balikuddembe market fondly known as Owino Market.



MUBS Mission: "To enable the future of clients through creation and provision of knowledge."

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OFFERED AT MUBS:

Academic Programmes

- | | |
|--|--|
| 1. Doctor of Philosophy (By Research only) | 9. M.A. in Economic Policy Management |
| 2. Master of Business Administration (Evening) | 10. Master of International Business |
| 3. MSc. in Accounting and Finance | 11. Master of Hospitality and Tourism Management |
| 4. MSc. in Marketing | 11. Master of Business Administration (Modular) |
| 5. Master of Human Resource Management | 12. MSc. in Banking & Investment Management |
| 6. MSc. in Procurement & Supply Chain Management | 13. Master of Business Psychology |
| 7. MSc. in Leadership and Governance | |
| 8. MSc. in Entrepreneurship | |

Young leaders mentored at the 6th Annual International Leadership Conference

The growth of Makerere University Business School has created the need to address topical issues that drive society. Today as the world looks at entrepreneurship as one of the keys to the challenges of poverty and unemployment, leadership on the other hand is critical in providing the necessary vision for entrepreneurship to succeed at all levels. Therefore, annually the School through the Leadership Centre organizes the Annual International Conference to be able to contribute to the development of leaders and best leadership practices in the region.

This year's 6th Annual International Leadership conference kicked off on July 22, 2015 at the Bugolobi Annex with a mentoring session for young Women leaders, an exhibition of world's iconic leaders and a cocktail hosted by the MUBS Council Chairman Prof. Venansius Baryamureeba. The mentoring session focused on what needs to be done to bring women to the forefront of removing poverty.

The Principal Prof. Waswa Balunywa noted that the



Prof. Damian Ejigiri, (2nd right) Visiting Professor at MUBS from Southern University Louisiana, USA, and MUBS Guild President (extreme right) HE. Don Patrick Busingo

"socialization process has left women marginalized in society. They do not own property, they are not preferred when it comes to jobs. Many families in rural areas will prefer to take boys to school than educating the girls, there are less women in senior positions in organizations, a situation which needs to be improved.

High profile water thieves - NWSC; Managing Director

The Managing Director National Water and Sewerage Corporation Dr. Eng. Silver Mugisha, disclosed this while presenting a paper on the impact of infrastructure and utilities on poverty: NWSC experience at Bugolobi during the 6th MUBS Annual International Leadership conference.

"People in posh houses around Kampala have been found to be the biggest culprits for bypassing our water supply lines and stealing water."

He revealed that almost 37 cases of water losses have been found in Kampala. He added that the discovery of these cases has been with the help of the Police in arcades, posh houses and other nice looking residential constructions in areas around Kampala.

"Good enough we are working with the Police to net more of the culprits in the area," Eng. Mugisha added.

At the same conference Eng. Mugisha revealed that the corporation is planning to construct its own power plant to reduce the costs spent on electricity.

According to Eng. Mugisha the company spends sh3bn on the power supply every year. He said once they corporation builds its own power generation plant it will cut down the costs between 30% and 40%.



Dr. Eng. Silver Mugisha
Managing Director
National Water and Sewerage Corporation

"Energy cost reduction is very paramount in reducing poverty. And this results in inadequate services which affect poor people, he said.

MUBS not ready for University Status : NCHE

Despite a cabinet directive to transform MUBS into a University, this has not come to be.



Prof John Opuda-Asibo
Executive Director of
the National Council for
Higher Education

As part of Makerere University, MUBS is already awarding degrees, through the former. MUBS has a special status among universities, operating under a university structure with a Council chairman and is rated among universities by international academic rating agencies.

The academic impact of MUBS internationally, therefore, cannot be rated with other degree-awarding institutions such as Uganda Management

Institute. Very few of the institutions that NCHE compares MUBS with employ professors or consultants. One can thus argue that the proposed status will only reverse the gains that so many people have sweated to achieve for a long time.

Over the years, MUBS has grown to admit more than 15,000 students on both undergraduate and post-graduate courses, at the main campus and at its up-country study Campuses. This shows that MUBS is bigger and better than most of the private universities, if not all.

While expressing his discontent about the decision of the cabinet, the MUBS principal, Prof Waswa Balunywa, noted that, "MUBS is bigger than Mbarara, Gulu, Busitema and Muni universities combined in terms of number of students, lecturers and budget."

So, if all the above are enjoying a university status, why not MUBS? This institution deserves better; otherwise, it could lose its skilled and knowledgeable academicians to more pronounced universities.

As Prof Venansius Baryamureeba said, it could even be better to leave Mubs as an affiliate of Makerere University than to make it a tertiary institution. Otherwise, it deserves to be a fully-fledged university.

Recently the Executive Director of the National Council for Higher Education Prof John Opuda-Asibo said Makerere University Business School has failed to fulfill the requirements for it to become a public University.

"Those people at Makerere University Business School (MUBS) know why they have not yet become a public university. There are things that they were told to do, which they are yet to fulfill. We are waiting for them to do those things. The National Council for Higher Education (NCHE) does not grant public university status or a charter to any institution", he explained.

The NCHE rigorously verifies the status of the institution before recommending to the minister responsible for Education for consideration, by the rest of other organs of government which include, Cabinet and Parliament who report to the President.

Study at MUBS

OFFERED AT MUBS: BACHELOR OF LEISURE AND HOSPITALITY MANAGEMENT

As a vast, dynamic and growing industry, hospitality and tourism provides tremendous opportunity for ambitious students who enjoy working with people. The hospitality and tourism industry operates in a highly competitive environment. It is important that those seeking careers as successful professionals develop a strong business foundation and customer service skills. Graduates of hospitality and tourism management programs are well rounded with a combination of business and life skills that are in high demand with employers.

CAREER OPPORTUNITIES

Leisure and Hospitality represents a broad range of career opportunities in industries that include:

- Hotels and resorts
- Restaurants and commercial food service
- Meeting and event planning
- Tourism destinations and attractions
- Leisure, recreation and sports management
- Airlines, cruises and other transportation
- Environmentally sustainable and cultural tourism development
- Spa and wellness management



MUBASA rejects government proposal on MUBS status

Makerere University Business School (MUBS) Academic Staff Association has rejected Government's proposal to make the School a tertiary institution with powers to award degrees instead of a fully-fledged university. In their petition to Parliament, MUBS academic staff, through their association, the Makerere University Business School Academic Staff Association, (MUBASA) noted there was no advance notification of the Government's intention to make the school a tertiary institution, contrary to provisions of the Public Service Act 2008. They said their demand was for university status, not a tertiary institution. Currently, MUBS is affiliated to Makerere University and was started as a constituent college.

"We the academic staff of MUBS, aware that we have never asked for the status 'of the degree awarding institution.'" Cognisant of the fact that we have not been consulted in accordance with the Public Service Act 2008. Conversant with the difference between a university and a tertiary institution in Uganda and the academic losses we shall incur, the academic staff petition reads in part.

They expressed their protest to the government's intention to table a statutory instrument before Parliament to transform MUBS into any other degree awarding institution. "We demand that the intended transformation of MUBS is stopped forthwith". The current status of MUBS as a public tertiary institution affiliated to Makerere University is maintained."

The petition, dated May 25, is signed by Dr Isaac Wanzige Magoola, the lead petitioner and chairperson of the MUBS Academic Staff Association. It is co-signed by Dr.

Laura Orobia, the vice chairperson of the Association.

The petition is signed by 145 lecturers. In the petition, the academic staff is afraid of losing the School brand.

"We shall lose the MUBS brand for which we have toiled for decades to make visible and internationally reputable and Makerere University will be free to call its current School of Business at the College of Business and Management Sciences, MUBS We shall have to develop a new brand," the lecturers state in their petition. The proposal to make MUBS a public tertiary institution and



**Dr. Isaac Wanzige Magoola,
Chairman MUBASA**

"any other awarding degree institution" was passed by Cabinet and would be tabled before Parliament for discussion. "In his 2011 election manifesto, President Museveni promised to elevate MUBS to a university by 2013.

The MUBS Council led by Prof Venansius Baryamureeba, has also petitioned the Ministry for Education, Sports Science and Technology, and the National Council for Higher Education (NCHE), objecting to the government's decision to make the school a public tertiary institution.



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8th – 10th September 2015
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LIBERAL ARTS & SOCIAL SCIENCES**



Pay raise for University Academics



MUBS Academic staff

Teaching staff at all six (6) public universities in Uganda will have a salary increase of 53% effective from July. The pay hike is an effort by the Government to improve higher education quality and skills development.

The Government allocated UGX50 billion (US\$15 million) in the 2015-16 national budget, which pushed salaries for lecturers in public universities from UGX4.1 million (US\$1,250) to UGX6.3 million (US\$1,920) per month.

According to the Uganda National Council of Higher Education, the six public universities in the country, are; Busitema, Gulu, Kyambogo, Makerere, Muni and Mbarara University of Science and Technology and the two public tertiary institutions Makerere University Business School and Uganda Management Institute

Although the universities had asked government to increase their salaries to comparable levels in the region, which would be UGX15 million (US\$4,600) per month, this did not happen.

Last year, the President pledged to raise the gross salary of a university professor to UGX15 million a month, starting this financial year. The process would be gradual but the full agreed amount will be paid. It is believed that when the total increase for lecturers is achieved, it would ease expenditures a bit.

The Universities will be able to allocate funds to traditional expenditures required for a university, like research. According to university policy, these institutions are supposed to allocate 3% of total resources generated internally to research but this has not been done for many years.

Some of the lecturers MUBS News talked to after the

Principal's address indicated that, although the salary rise is one way to keep lecturers to provide their services in the country, the money is just not enough to make much difference or stop them from migrating into other jobs.

They said that in reality the marginal pay rise might not change the situation much. "What difference do you expect UGX2.2 million (US\$676) to really make in one's life, especially when the prices of essentials also goes up? ,"

“What difference do you expect UGX2.2 million (US\$676) to really make in one's life, especially when the prices of essentials also goes up? ,”

Academics will only remain in teaching if that is what they want to do, otherwise if more competitive incomes are offered outside university some could opt out," they noted.

The lecturers also noted that, the increase was below the benchmark for salaries in the East African region. Ugandan lecturers needed a 60% rise to reach Dar-es-Salaam academic pay, a 100% rise to reach Nairobi University standards and even more to

get to University of Cape Town salary levels.

• Professors	2
• Associate Professors	7
• Senior Lecturers	47
• Lecturers	222
• Assistant Lecturers	27
• Teaching Assistants	8

University Non-Teaching Staff Threaten Strike Over Salary Increment



Mr. Bombeka Bataringaya
Chairman MUBS Administrative staff Association, MUBSASA

In the recent planning indicative figures for all the universities, the Finance ministry only made salary increments for the teaching staff, leaving out the administrative and support staff.

Non-teaching staff in all the six (6) public universities across the country have given the Government until August 3, 2015 increase their salaries, or they lay down their tools. Their demands follow the Government's decision to increase pay for only teaching staff in all the public universities.

During a consultative meeting of Public Universities'

Non Teaching Staff Executive Forum (PUNTEF), held at Makerere University Business School on Thursday July 9th 2015, afternoon, the staff resolved that they will not back down until their salaries are increased like the teaching staff.

MUBSASA Chairman Mr. Bataringaya noted that whereas the universities and other tertiaries institutions act 2001 as amended, recognizes the three categories of university staff, namely, the academic staff, administrative and support staff, only academic staff salaries are to be enhanced.

He further noted that segregation of enhancing salary for one category of staff and leaving out the other is discriminatory, unfair, demotivating, destroys team work and will negatively affect the achievements of the institution's goals and objectives. He emphasized that the government must reverse the discriminatory nature of increment so that staff in the same salary scale are treated equally across all the three categories.

In a university setting, activities, the three categories of staff are complimentary. No category of staff can succeed without the other.

It is on this note therefore, that we demand government to ensure that all the categories of staff in public universities are treated equally. The proposed salary enhancement should cover all the categories of the workers in all public universities on pro-rata basis. "We hope and believe that Government will accord this matter the seriousness and urgency it deserves", he noted.

Recently the government allocated Shs 50bn to accommodate a salary increment for only academic staff in public universities. This indicates that the promise to increase the salaries of professors (expected to earn Shs 15m monthly) will be fulfilled in three phases.

OFFERED AT MUBS: BACHELOR OF BUSINESS STATISTICS

The graduate of the Bachelor of Business Statistics has many opportunities in life.



CAREER OPPORTUNITIES

- Quality Control Manager
- Business Statisticians
- Business Data Analysis
- Research and Consultancy

BENEFITS OF A BACHELOR OF BUSINESS STATISTICS

- Good preparation for any area of employment requiring people who can think clearly and logically. The graduates of this programme go into a wide variety of careers.

Universities not advancing economic growth: - Dr. Timothy Esemu



MUBS Deputy Principal; Dr. Moses Muhwezi addresses participants



Participants in a group photo



Dr. Timothy Esemu during the workshop

"Ugandan universities are not doing enough to engage and foster economic development in communities in the country," noted Dr. Timothy Esemu, the Head of Department, Marketing and International Business during the research dissemination workshop by the Faculty of Marketing and Hospitality Management on July 3, 2015 at Hotel Africana. He conducted with Dr. Sam Mafabi, senior lecture in the Department of Human Resource and others,

The researchers aimed to examine university policies, structures and mechanisms developed to promote innovation and community engagement in Ugandan Universities and the focus was put on Makerere University, Mbarara University of Science and Technology (MUST) and Gulu University.

One of the key findings is that university policies in Uganda focus on teaching and lack policies on innovation and community engagement. The reason why these universities are weak in attracting external funding, offer dilute quality of education and explains the failure to churn out innovations for development.

In her analysis of the research findings, the Dean Faculty of Management and Public Policy Dr. Annet K. Nabatanzi Muyimba noted that MUBS needs to strengthen existing community engagement channels and structures including Alumni relations, outreach centres, internship program, Luzira prisons program, the MUBS marketers' week, Leisure and Hospitality day, research funding and design more projects in the future. Universities should be hubs of knowledge, which should spiral community and economic development through innovation.

The study showed that the three universities do not have policies on engagement with the outside

communities. While Makerere University had policies on research and innovation, teaching and learning, quality assurance, information and communication, MUST and Gulu University did not have anything to show to this effect. "Each of these universities does not have community engagement policy. So you can see where we fall in respect to universities engaging with communities," Esemu noted. "At MUST, there is no innovation policy and yet this is supposed to be a university of science and technology. That to me is a very interesting finding," he said

Dr. Esemu, noted that these universities almost solely focus and their primary function of teaching and examining, which explains why they have policies which guide admission, teaching and assessment. "What we see out of this pattern is that most of these are knowledge based. In other words, the interactions are largely aimed to support the primary purpose of teaching and learning in the university." "The knowledge that the university generate should not just be for their own sake. It should be for benefit of other stakeholders."

The study also found out that all the three universities had difficulty in accessing funding to effectively interact with external social partners. While Makerere University's biggest limitation was limited resources because of computing priorities, Gulu University and MUST's biggest obstacle was unsustainable external funding.

Prof. John Opuda-Asibo, Executive Director, National Council for Higher Education (UCHE) noted that universities should have structures, such as a directorate that supports outreach activities. He argued that universities must have a deputy vice-chancellor who has community engagement as one of the dockets he handles.

"The knowledge that the university generate should not just be for their own sake. It should be for benefit of other stakeholders."

13th MUBS Economic Forum



Participants of the 13th Economic Forum at Protea Hotel

The 13th MUBS Economic Forum was held at Protea Hotel, Kololo on June 18th 2015. The forum that was held under the theme; “**Liberalization Policy and the Growth Paradox in Uganda,**” was graced with the presentations and presence of economic, political and legal experts from Uganda and South Africa.

Ms. Mareike Le Pelley a Resident Representative Friedrich-Ebert-Stiftung (FES) Uganda, said that the partnership of Friedrich-Ebert-Stiftung and the MUBS Economic Forum was aimed at finding out and also availing information the public how effective liberalization has been to the growth of Uganda's economy.

On his part, the MUBS Principal Prof. Waswa Balunywa, noted that liberalization is good for the development of a country and that since Uganda started liberalization, the economy has been growing since then.

Among the agreed upon issues include;

1. Although the liberalization policy that was inevitably introduced in Uganda in the late 1980s has yielded tangible successes, there are visible challenges that call for review of the policy.
2. Although Uganda embraced free-market economics (leaving business in the hands of the private individuals and companies) in the late 1980s to address government failures, the process was badly managed, was not transparent, hurriedly implemented, and was taken too far.
3. Although the liberalization policy has enabled Uganda to register 25 years of relatively good economic growth averaging 6.5%, and the economy has expanded nearly 10 times, through attraction of foreign direct investment (FDI) mainly in sectors such as telecommunications, banking, hotel and tourism, most of the benefits of this growth are not going to the people of Uganda. “We should not celebrate figures but the results,” participants observed.
4. Uganda's growth profile has remained jobless. The economy is growing without creating jobs, and household incomes have remained low. They also noted that income inequality is increasing, and that the general standard of living is not rising as expected.
5. There was slow accumulation of modern infrastructure,



Dr. Fred Muhumuza addressing the participants as Owel. David Mpanga, Dr. Kisamba Mugerwa, Mr. Albert Mugenyi and Mr. Hashim Wasswa look on.

inadequate human resource development, and low level of saving, leading to inadequate revenue collection.

6. GDP is a measure of a country's wealth but not economic wellbeing, where as Uganda's GDP is growing, rising inequalities are undermining the wellbeing of people. There is a need to shift to Human Development Goals as meaningful measures of development.

Recommendations

1. Regulation of the markets. For example, one panelist, a renowned lawyer who discussed the competition and regulatory laws of Uganda, observed thus, “Uganda is a country where cartels are born, roam freely and die of natural causes.”
2. Under liberalization consumers need protection and sensitization. And that there is need to urgently enact the competition law (Uganda surprisingly doesn't have one) to curb monopolies and other uncompetitive practices. They also warned against “regulatory capture” — a tendency where the regulator and the regulated become friends.
3. Need to change the personalities that run Uganda's economic apparatus. “The people who managed the failed parastatals in the 1980s are still in charge of the economy. This must change,” one panelist observed.
4. Need to shift the debate from what liberalization has achieved and where it has failed, to what needs to be done to move the economy from stabilization reforms to growth and development.

Way forward

We committed to organise a follow-up high level policy dialogue to sketch the way forward i.e. to draft policies to make liberalization work for all Ugandans.

A Policy Paper entitled “Liberalization Policy and Growth Paradox in Uganda” will be written by a team of experts, in consultation with the presenters, and get subjected to peer review and published.

THE NEWS GRID

CROSS- REFERENCE OF WHAT MADE HEADLINES IN MUBS

A man who has been terrorising MUBS students arrested

As the School prepares to commence the new academic year 2015/2016, August 2015, a notorious thug who has been tormenting MUBS students along the railway line for long has been arrested. Commonly known as Kasozi, Ssendawula Denis has terrorized many students by stealing their handbags, harassing many and has also been implicated in the deaths and rape that has occurred in the past years.



Kasozi Ssendawula Denis

Mr. Collins Kyasimire, the OC of MUBS police station confirmed his arrest and noted that the culprit was a well-known thief that had given the police headache. Kasozi is held on accounts of suspected murder, robberies and many other cases .

Tougher security measures have been set by the school and the police ahead of the incoming semester. His arrest gives MUBS a boost in security.

Police Takes Over Night Security at MUBS ahead of new academic year

Security at MUBS Nakawa campus is beefed up and officially taken over by the Uganda Police after increasing concerns of theft and murder of students have rocked the Nakawa based university in the passed.

The usual security at the School is boasted with the Uganda police led by the Police Post OC, Kyasimire Collins to hype the university security.

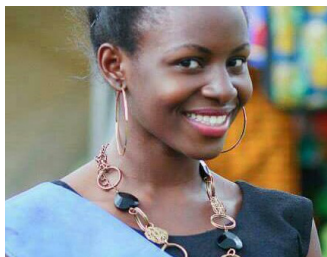
This was after there has been increasing cases of theft at the University; laptops, computers and many other valuables have somewhat found their way out of offices with the owners consent. This has got the authorities



worried about how these things keep on disappearing and has forced them to not only change locks to offices but to also hype up the University security.

The University has been sealed off from 7pm to 7am and closed the small gate, no one is allowed access to the campus later than that time unless they are on official duties.

MUBS Beauty Queen perishes in an accident



Barbra Nakiwolo, a finalist at Makerere University Business School, was among the three young girls who perished in an motor accident along Masaka road

on July 6, 2015. The 22-year-old student who was meant to graduate in January was last year's finalist in Miss Tourism Buganda. Nakiwolo perished together with NTV Uganda journalist, Resty Namaweje and Miss Tourism Northern Uganda, Norah Atim who was also meant to graduate in January from Makerere University with a bachelor's degree in Information Technology. The students died in a fatal accident along Masaka Road and they were heading for a Miss Tourism 2015/2016 event in Mbarara.

Ingrid Wanyana run up in Miss Uganda race 2015/2016

The young vibrant Wanyana Ritah Engrid a 3rd year student pursuing a Bachelors degree in Office and Information Management at makerere University Business School and a presenter at NBS Television was crowned the second run up in recently concluded miss Uganda beauty pageant. At 20 years, she believed she had deduced the rightful eloquence of brains and beauty to contest for the current miss Uganda crown. She's a very hardworking lady and never believes in

failure. Another contestant from the prestigious Nakawa based institute was Vicky Atino, a second year student. These girls evidently all had their eyes on the crown as they walked down the runway with confidence, ease and bright smiles to wine the Miss Uganda crown. She looks at life beyond just knowledge acquired from schools that's why she has landed herself a job with , NBS TV.



Ingrid Wanyana

MUBS empowering Nabisunsa Girls

Under the theme " empowering the girl child" MUBS was part of the top universities who participated in the career expo at Nabisunsa Girls' School.

The expo was designed to help girls discover their abilities and potential, understand their career possibilities taking into consideration their education and skills. It also aimed at helping students appreciate the workplace of the future

and have timely access to information and exposure to enable them reach their full career potential.

"The event also intended to empower women to prepare on how they will shape the world. In addition, it provides a motivation for school and academic life while empowering students to make decisions and choices involved in planning their future and building careers.

THE NEWS GRID

Invest in training leaders: Prof Arthur Sserwanga



The Vice Chancellor of Mutesi Royal University and former Dean of the Faculty of Commerce at Makerere University Business School Prof. Arthur Sserwanga has called upon institutions to invest in training leaders so that they reap returns. Prof Sserwanga was delivering a key note address at the MUBS 6th Annual International Leadership Conference held at the National Water and Sewerage Corporation conference Centre in Bugolobi. He said he was a testimony to that investment by Makerere University Business School (MUBS). The School spends lots of money in developing staff and has created two Vice Chancellors in two private Universities. Prof Sserwanga noted that out there was no investment in leadership.

He thanked his colleagues in MUBS for the support rendered to him during his service with the Institution.

Inspiring women to lead

Women activists have appealed to men to support women to work or start businesses as means to address poverty. The whom included Hon. Miria Matembe, former Director Uganda Investment Authority Prof. Maggie Kigozi, Ms Ritah Aciro, Prudence Ukkonika and Deborah Kaddu made appeal while addressing the Women forum at the 6th Annual International Leadership Conference. They noted that business is key in transforming individuals and society, it creates livelihoods for many people giving them something to do but most important it empowers individuals to be able to improve their living standards.

It was in traditional society women do not own property and even when they get married, property belongs to their husbands, in such conditions women can not access finances to start businesses, hence being trapped in poverty. It was also noted that in some families girls are not given priority of going to school just because they are girls who are expected to be married off, such attitudes prevent women from acquiring knowledge that enables them to start businesses.

MUBS Hailed for supporting Women



The former Director Uganda Investment Authority Prof Maggie Kigozi has hailed MUBS for continuously supporting the empowerment of women across all levels. Maggie as she is fondly known called upon men all over Africa to support changing lives of women by getting them out of poverty.

Speaking at the 6th Annual International Leadership conference, she said MUBS has put in a lot of effort into trying to change the position of women in society by promoting equality and appointing women in top positions in the School.

She noted that some progress has been made to empower women and a number of them of now go to school, some own property, they are starting their own businesses and a large number of them are employed. She however noted that despite these achievements, women still face challenges in society and of the biggest challenge being the mind set.



Makerere University Business School



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Report: Faculty of Management and Public Policy



Dr. Annet K. Nabatanzi Muyimba
Dean: Faculty of Management and Public Policy

Faculty Structure and Governance

The mission of the Faculty is "to enable the future of our clients through creation and provision of knowledge in Human Resource Management, Leadership, & Governance". The Faculty is led by Dr. Annet K. Nabatanzi Muyimba (PhD) as the dean and composed of two academic

departments and one outreach centre which offers research, training and consultancy services to the community. These departments are the Department of Human Resource Management headed by Mrs. Jolly K. Byarugaba, Department of Leadership & Governance headed by Dr. Isaac Newton Kayongo and the Leadership Centre directed by Ms. Regis Namuddu. The Faculty runs two bachelors programs including Bachelor of Human Resource management and Bachelor of Leadership and Governance. The Faculty also provides technical and academic support on the Masters of Science in Business Psychology; Masters of Human Resource Management; Masters of Leadership & Governance and the related Post Graduate & Ordinary Diplomas including Diploma in Human Resource Management, Diploma in Local Government Finance Management and Diploma in Project Planning & Management.

International Collaborations and Linkages

To maintain competitiveness and enable innovative knowledge creation and sharing and quality learning, the Faculty maintained collaboration and linkages with six (6) institutions of higher learning and Government Departments both with and outside Uganda. Key among many are Nelson Mandela School of Public Policy & Urban Affairs of Southern University and A&M College (USA) and Xavier Institute of Management and Research, Mumbai, India. During the same year the Faculty partnered with Uganda Women's Network (UWONET) to organize the Annual International Leadership Conference. In addition, the Faculty engaged two visiting Professors to promote scholarly staff growth and two external examiners to ensure quality of learning and examination processes. Special appreciation goes to Prof. Joshua Rubongoya for visiting the Faculty for the whole semester one and for having

facilitated on our Master of Science in Leadership and Governance and examination postgraduate research projects. The Faculty also hosted a delegation of professors from the University of Johannesburg's Faculty of Management, South Africa to discuss issues of Pan Africanism and the potential opportunities for the two Universities to collaborate in.

Research output

The Faculty actively participated in ten (10) international conferences during AY 2014/2015 with many of our Faculty presenting papers both locally and globally. A Research Seminar was organized on theme "Performance and service delivery of local governments and education institutions" to enable sharing and dissemination of findings of research projects funded by the Faculty in the previous academic years whereas the research theme and call for Faculty Research funding for AY 2014/2015 was "Enhancing business competitiveness in Uganda". In total, there are thirteen (13) on-going research projects. To be able to achieve the research funding objectives and time lines, the Faculty held a consultative meeting with all researchers who had been funded, team research and mentorship emphasized in the Faculty research strategy. As a result two projects were completed and final reports received and total of four (4) papers were published by the Faculty staff during AY 2014/2015 amidst funding challenges.

Field Attachment

Our continuing students went through field attachment training under the supervision of the academic staff and their field Supervisors in various organizations country-wide. The staff commitment to visit and supervise interns, meetings, dialogues and the financial facilitation enabled the success of Faculty Field Attachment exercise conducted around June-August, 2014. As a result 303 out of the registered 318 third Year students completed and submitted their field attachment reports for examination and clearance for graduation for AY 2014/2015.

Staffing

The faculty continued her commitment to attract, motivate and retain the best talent. As a result, we recruited two of our best graduates as teaching assistants that is Ms Monica Tushabe and Mr. Luke Sewante. Learning and research at the Faculty were facilitated by a team of 46 fulltime academic and administrative staff, two visiting professors and two part time lecturers. Although, the percentage of staff with PHD qualifications is still low (25%), the faculty is committed to staff development with a total of six (6) currently pursuing PHD programme in various universities both at home and abroad.

Entrepreneurial teams; What every company must learn

There has been a big change in the way of doing business since the evolution of globalisation and technology intervention in the transaction protocols of all business sectors. This has come with a lot of demand for top-flight strategies to enable the companies keep afloat. You also remember that most of our developing countries are characterised by small entrepreneurial but resource constrained less innovation driven businesses. This implies that in order to succeed in this bitter but still sweet highly opportunistic environment, African companies must rethink their ownership and management structures. The most common ownership of businesses in Uganda has largely been the "lone strikers" alias sole proprietors.

This while good for taking all the profits on a good day, it has a lot of limitations for growth and competitiveness. The main focus here should be on the quality of the heads. You MUST carefully select the heads because sometimes more heads can be worse than fewer. Because of the more heads being better, the concept of entrepreneurial teams emerged. The idea of entrepreneurial teams can be seen from two perspectives; ownership or management structure. For ownership, a company that has team ownership will seldom fail because it has a reliable human capital base in terms of intellectual diversity, the entrepreneurial networks are wider and broader, there is a good balance of entrepreneurial personality where you will find hard crackers mixed with slow movers combined with philanthropists. Such teams will always do good business because they complement each other. This is because some act as shock absorbers, breaks and others as accelerators.

From the business context, it is hard for one individual to perform the role of 'crackers', 'slow movers' and 'philanthropists' yet they are equally key in the entrepreneurial process. The crackers are characterised by aggressiveness, daring behaviors and most importantly think outside the box. The crackers are good at innovative and creative idea generation. On the contrary, the slow movers are keen to detail, highly



Dr. Ernest Abaho
HOD Entrepreneurship

risk averse and prefer to be 'smooth operators'. They fear risk in all its shapes. The philanthropists are highly sensitive to social responsibility in regard to business operations. They prioritise environmental and social ethics because they feel that a happy surrounding community will always be easy to market to. Well, in our Ugandan business environment this is not yet a very critical aspect but I have seen it gaining momentum. Philanthropic behaviors are good but they usually disregard value for money and return on investment. Nonetheless, these people are key because they are the 'good' cops-remember the 'bad-cop vs good-cop' in strategic management. Philanthropists are usually seen to be caring, good mentors and perfectly generous.

They are good at managing people, managing public relations and other supply and value chain stakeholders. When you look at each of these, you realize that they have specific roles in the success of any business.

For those about to start building a new business, think about working with other persons but you need to be critical in the selection. Get someone who thinks like you but who is not like you. Make sure the people you choose to partner with have business minds but in different ways. If you are good at marketing then look for one who is very critical with operations and quality. If you are to be three, look for one who's slightly mean and who prioritises efficiency. If you have to be four then the fourth must be good at talent identification and management. This helps to manage the most valuable, most difficult, most important and most precarious resources; the people. I have seen the lone strikers finding trouble in balancing these roles and instead of focusing on the entrepreneurial role of opportunity search and creation, they spend most of their precious time reactively juggling with non-value adding routines. For those already in business you can create an entrepreneurial team by revisiting your organisational structure. How? Read the next issue of the CEO Magazine.

Dr. Ernest Abaho, Ph.D
HOD, Entrepreneurship

Leadership Conference Pictorial



Dr. Silver Mugisha, Prof. Waswa Balunywa, H.E. Edward Kiwanuka Ssekandi and Prof. Mondo Kagonyera at the opening of the 6th Annual International Leadership Conference at NWSC International Resource Centre.



Prof. Waswa Balunywa, Dr. Silver Mugisha and Prof. J.C. Munene during the 6th Annual International Leadership Conference



Dr. Annet K. Nabatanzi Muyimba, Prof. Arthur Sserwanga and Ms. Regis Namuddu at the 6th Annual International Leadership Conference.



Participants to the 6th Annual International Leadership Conference in a group photo during the Leadership Photo exhibition



Participants to the 6th Annual International Leadership Conference in a group photo with the Vice President H.E. Edward Kiwanuka Ssekandi during the Conference Opening.



Dr. Patricia Jourbert chairing the Political Summit at the 6th Annual International Leadership Conference with discussants: Yoram Banyenzaki, Hon. Betty Kanya, Col. Felix Kulayigye and Hon. Beatrice Anywar



Prof. Damien Ejigiri appreciates the traditional dancers during the Leadership Photo Exhibition.



Prof. Waswa Balunywa welcomes Prof. Muhammed Yunus at Sheraton Hotel



Prof. Muhammed Yunus, H.E. Edward Kiwanuka Ssekandi, Prof. Waswa Balunywa and Prof. Peter Rosa during the Social Business workshop at Sheraton Hotel



Prof. Muhammad Yunus addressing participant of the Yunus Social Business at Sheraton Hotel.



Prof. Waswa Balunywa with students during a SKIDEP Project.



Prof. Waswa Balunywa and Racheal Magoola at the MUBS Entrepreneurship Centre in preparation to talk to students about entrepreneurship.



Uganda Tourism Board members in a group photo at the Launch of the Nile Corporate Challenge

Entrepreneurship Centre youth training



Ms. Diana Ntamu
Director
MUBS Entrepreneurship Centre

The MUBS Entrepreneurship Centre awarded Over 100 MUBS graduates with certificates after undergoing a weeks training intended to prepare them for the job market. The MUBS Entrepreneurship Centre conducts different training programs intended to prepare fresh graduates either for self employment or paid employment. The programs are intended to address the unemployment

challenge in the country. The programs for self employment enable young people to prepare business plans and know how to start up a business, raise capital and grow a business. This particular program which has been running for two weeks targets fresh graduates to prepare them for the world of work. The topics covered

include; how to appear for interviews, how to use social media, office etiquette, application letter and CV writing, among others.

This is the 18th Graduates Into Employment Programme (GIEP), and had 75 participants. The participants appreciated the program and wondered why this program is not offered all the students in the school given its importance. To attend the program, students have to pay a token fee which tends to be a constraint for some students. Besides, MUBS already has a skills development program, which is open to all students free of cost. Among the facilitators were, Ms. Diana Ntamu, Ms. Sarah Kyeijusa, Mr. William Sekabembe of DFCU Bank, Mr. Katamba David, CSR, among others.

Closing the program, I argued the trainees to look at success as a journey. I told them that the best time they had in their lives was when they are students and after that, in the world of work, life is different. In the work place, you have work pressure, financial pressures, and home pressures, among other things. It's a time when people start families and in some cases gave to look after their parents and siblings, which puts a lot of demand on resources. Balancing these aspects is challenging. I informed them that the world was full of intrigue which is a result of huge egos and envy. For them to succeed, they had to control their egos.

Students Loan Application

Students who have been admitted for specific undergraduate and diploma courses for academic year 2015/16 at Public and Private Chartered universities and Tertiary institutions can now apply for Students Loan Scheme according to the Higher Education Students' Financing Board (HESFB). The Students' Loan covers tuition fees, functional fees and research fees. The loan also covers aids and appliances for persons with disabilities.

Who is eligible? Ugandan students who have been admitted for Undergraduate and Diploma programmes / Courses at tertiary institutions. Students who have received Government or other scholarships are not eligible for the loan scheme.

How to apply? Offline Application: Eligible applicants should get hard copy of the application form from the participating Universities; Office of the Academic Registrar; or from any Centenary Bank Branch across the country or download and print a copy from the HESFB website: www.hesfb.go.ug

Online Application: Eligible applicants should register

and apply online for the Higher Education Students' Financing Loan on the Higher Education Students' Financing Board's website

Visit the website and click on APPLY NOW to start the online application process. Applicants using this window shall be required to scan and upload all the attachments mentioned in the Loan Application Form including the Bank pay-in-slip.

On completing the application form, offline applicants are required to submit their application forms to any branch of Centenary Bank and upon payment of Ugx. 30,000 (Uganda Shillings Thirty Thousand Only) as non-refundable processing fees. Download the application Form

On completing the application form, online applicants are required to submit their application forms online upon payment of Ugx. 30,000 (Uganda Shillings Thirty Thousand Only) as non-refundable processing fees

The closing date for receiving applications is Friday August, 14th 2015.

USEFUL INFORMATION

What you must know before joining Makerere university Business school

Forgery

Cases of impersonation, falsification of information/documents, fraudulent access or giving false/ incomplete information, whenever discovered, either at registration or afterwards, will lead to automatic cancellation of admission, dismissal from the University, revocation of awards where applicable and prosecution in the Courts of Law.

Withdrawal

A registered student who intends to withdraw from the University, must apply and be given permission by the Dean/Principal of the College/ School he/she belongs to. A registered student will be allowed only a maximum of two withdrawals in an academic programme and each withdrawal shall be a maximum of one academic year.

Student Identity Card

It is important that each student carries his/her previous School Identity Card which he/she may be requested to produce at any time by the University Officials. It will be specifically required at the Registration Time. As a registered student, you will be issued with a single University ID Card with an expiry date covering the full period of your programme.

The names to use for registration

The NAMES to use when registering are those which appear on your Admission Letter of offer and those must be the same names which appear on your O'-Level, A'-Level Results Slips/ Certificates and on Diploma, Degree and Certificates.

All Names Must Be Written In Full Including Abbreviated Ones. Initials Are Not Accepted. Some students, on admission to the University have requested to change their names from those used at A'-Level and O'-Level. Such students give many reasons for wishing to change their names. Students are informed that the University does not give permission to change names from those appearing on their O' Level, A'-Level or Diploma certificates.

Accepting or declining a place of offer

Any First Year student who will not have registered within the first three (3) weeks of beginning of the academic year shall be deemed to have declined the offer of a place at the University. His/her place shall accordingly be offered to another student at the time of change of programme / subject exercise.

Any students in the First Year of Studies, who, for some reason is unable to register or take up his/her place in the University by the end of the registration period, is advised to re-apply for admission the following academic year by following the same application procedures. Please note that you need to re-apply for admission and compete afresh with the applicants for that academic year.

Deadline for Payment of Fees

Tuition and other University fees are due on the first day of the academic year. Privately-sponsored students who cannot pay full fees at the beginning of the academic year are required to pay for at least 60% of the course load, if they wish, by the set deadline and register for and attend lectures for and sit examinations for only those courses.

REGISTRATION In each of the Faculty there are Registrars, who are representatives of the School Registrar in the School. These guide students and staff in particular Academic Units, on academic rules, regulations and policies, and also maintain updated records on all the students registered in the Academic Units.

Change of Programme

Since selection for specific Programmes was made according to each candidate's performance and order of Programme choices, taking into account the available subject combinations and time-table limitations, there is normally little need to change the programme or subjects.

However, some places become vacant when some of the students admitted do not take up the offers. Such places are filled through the change of programme subjects.

Students who wish to change programmes first of all register according to the registration time-table for the programmes and subjects (where applicable) to which originally have been admitted. Each student who may wish to change his/her programme/subject is required to pay an application fee of 6,000/= plus the bank charges Stanbic Bank or DFCU Bank.

N.B. It is advisable that only those students who meet the cut-off points for the desired programmes may apply

MUBS Luzira program yields fruits



Willy Giles Okello
Office Assistant; Principal's Office

I wish to introduce myself that I Willy Giles Okello was a former Death Row inmate who spent 22 years while incarceration. I went through the highs and lows of life and I am glad to be able to share my experience with you.

After finishing my Uganda Advance Certificate of Education in Upper Prison School, I got

three good principles but there was no way forward. It was when we applied to MUBS and our request was positively granted.

I must thank the Principal of this institution for having sent us a Certificate course in Entrepreneurship and Small Business Management to Luzira in the year 2009. Prof. Waswa Balunywa is the backbone of Education as far as the University Programme is concerned there. His hard work and dedication have become an incredible force in that programme that I appreciate so deeply.

In 2011, we requested the Principal to elevate the course from a Certificate to a Diploma level and he duly acknowledged. I joined the course at a diploma level in the same discipline and passed also very well in Second Class Upper. Upon my release on January 19, 2015, I came to the School (MUBS) looking for a job and I was

considered. I am working in the Principal's Office as an Office Assistant.

I must thank all those that struggled for me to see me through and more especially the O/C of Upper Prison-Luzira; Mr. Wilson Magomu. He is intelligent, eloquent, focused, resilient and organized and a smooth operator. He is one driven by a tireless urge to see his inmates rise to a better academic ladder. I cannot forget the coordinator of the University Programme in the Centre, Mr. Anatoli Biryomumaisho. He is a faithful man of God, a good teacher, selfless and full of unconditional love. He has changed the lives of inmates with powerful messages that inspire, motivate and empower people to discover personal purpose and develop true potential. Thank you for your loyalty and steadfast labor of love. I wish also to thank all the lecturers that have ever endeavored to go and lecture in Luzira Centre. To you all, I say thank you and May God reward you all. How much I owe to you cannot be computed.

I urge those ones that are still in prison never to give up. God does not move in our timing. He is never late, but He is usually not early either. He is often the God of the midnight hour. He sometimes waits until the last second before He gives us what we need. It is as though we are a drowning man going down for the last time, and God comes through to rescue us at the last moment.

I appeal to the Administration of MUBS under the leadership of Prof. Waswa Balunywa to elevate once again that Diploma course in Luzira to a Bachelor's level. Finally, I thank Ms. Erina Najjingo who has been very close to me to write this piece to alert both those people behind the bars and those that are still at large over there that God is to do all things for us.

Study at MUBS

OFFERED AT MUBS: BACHELOR OF LEISURE AND HOSPITALITY MANAGEMENT

An immense growth in the field of Procurement and Supply Chain Management, provides tremendous opportunity for ambitious students who enjoy working with people. The industry operates in a highly competitive environment. It is important that those seeking careers as successful professionals develop a strong business foundation and customer service skills. Graduates of Procurement and Supply Chain Management programs are well rounded with a combination of business and life skills that are in high demand with employers.

CAREER OPPORTUNITIES

The graduate of the Bachelor of Procurement and Supply Chain Management will pursue any of the following career opportunities.

- Purchase Officer
- Senior Tactical Buyer
- Logistics Officer and Manager
- Store Manager and Controller
- Distribution Manager
- Project Manager
- Procurement Supervisor



How to unlock android phone pattern lock without factory reset

Pattern lock may be a useful tool to secure your android phone. This lock is vital to secure your sensitive files and knowledge from the guest users. However the difficulty starts after you forget

your settled pattern, it might be irritating after you won't be able to use your phone. We all know you need to be looking for the solution to the present necessary question, "How to unlock android phone pattern lock without factory reset".

Unlock Pattern with Google Account

"It has become appallingly obvious that our technology has exceeded our humanity."

—Albert Einstein

When you try and unlock your phone using wrong patterns, a message appears with 2 options "next" and "try again".

Step 1. Go with the "next" wherever you'll be able to see 2 options to unlock your phone, one is to answer the safety question and also the alternative is to supply Google account details.

Step 2. If you have settled your security question, answer it and obtain your phone unlocked quickly. On the other hand, if you didn't set security question you will need to give your Google account details.



Step 3. When using this method, you'll be able to select a replacement pattern to use for ensuing time.

Unlock Pattern while not Google Account

Step 1. Switch off your smartphone and wait for a minute while switched off

Step 2. Press Volume up key + Home key + Power Button, hold these buttons till the phone boots. (If your device doesn't contain 'home' button merely hold alternative 2 buttons)

Step 3. Once your phone can boot, the screen can seem with completely different options

Step 4. Now scroll down the screen using volume key and select "Restore factory Defaults" or



"Delete all User Data" reckoning on the options shown by your device.

Step 5. After the above settings, select the "Reboot System Now" and wait for your phone to reboot.

With this option, you lose all apps but data is not erased.

Remember to always backup your phone settings for easy recovery.

New Android Malware Sprouting Like Weeds

Many people today are buying and using smart phones and the most common operation system Android however, Information stored on an Android



Oboth Andrew
Network Administrator
MISUnit

smart-phone or tablet is vulnerable to almost 4,900 new malware files each day, according to a report G Data SecurityLabs released Wednesday.

Cybercriminals' interest in the Android operating system has grown, Android devices are becoming a bigger target for the "bad guys" and more profitable than in previous years.

The number of malware strains rose by 21 percent in 2015 compared with the first quarter of 2014 (316,153) and more than 2 million new Android malware strains are likely to surface this year.

Perhaps the one most effective strategy to minimize the risk of infection is to

- Avoid discount app stores
- Do not download apps from unknown app stores, except if you really trust the specific vendor.
- Several other practices will

further safe use of Android apps. For instance, install a malware scanner.

- Check the permissions thoroughly before installing any app.
- Read consumer reviews on the Play Store and see what other users say about the app.
- Do not trust free versions of apps that usually cost money in the long run.

With this i hope we all keep our phones safe from the "bad guys."

Busoga University to host the 16th National University Games

Two new games (Beach soccer and Mweso) will be played for the first time at the 16th national university games that kick off on the December 17th 2015 at Busoga University.

Two new games have been introduced on the menu. These are Mweso and beach soccer. Already the construction of the beach soccer playing facility is underway with the grounds being prepared. The official launch of the games was held last week where the Busoga University Vice Chancellor Associate Professor David Lameck Kibikyo revealed the institution's level of readiness to host a successful event.

Deo Mutabaazi, the President of the Uganda Beach Soccer Association (UBSA) is very delighted with the game been added among those to be played at the University games.

We have always had inter-university beach soccer competitions held at Lido beach. Having the game played on any other ground away from the beaches is a milestone.

Beach Soccer and the board game, Mweso joins the other sporting disciplines which have been part of the menu.

These are; soccer, netball, volleyball, basketball, chess, darts, Karate, basketball, Lawn Tennis, Table Tennis, Handball, Badminton, Rugby, swimming, track and field



events (athletics) and woodball.

There are about 45 universities expected to participate in this biannual event.

For the second time in the history since 1995, the games will be held outside the central region. Islamic University in Uganda (IUIU) hosted the second edition of the games in 1995.

Ndejje University won the last tourney which was held at Uganda Christian University (UCU) in Mukono.

Makerere remains the record holders with 11 titles under their belt.

Uganda Tourism Board Launches Nile Corporate Challenge

For years, tourism in Africa has been based on the wildlife and natural resources. With time, the need to ensure that local people benefit from tourism has been identified.

Uganda Tourism Board is teaming up with Sports Tourism International to unlock Uganda's potential of exploring Sports tourism in Eastern Uganda by launching the Source of the Nile Corporate Challenge at the UTB offices on Tuesday in Kololo. The challenge that will run under the theme "Unlocking the Potential of Sports Tourism in



Uganda" will take place from 28-30 August in Jinja.

The Source of the Nile Corporate Challenge activities include birding race, quad biking, swimming gala, football, netball, volleyball, golf, kayaking and boat regatta.

Basketball Team Struggling To Find Their Feet At World University Games

It was a poor show by the Ugandan female team at the ongoing World University Games in Gwangju, South Korea. The girls supposed to be under the age of 25 started off the campaign with a 123-31 loss to Australia. Claire Lamunu was the best performer on the day with on nine points and nine rebounds in 27:14 minutes, Chemutai Joy came close with seven points. There was a better show by the girls against Chinese Taipei, but Still the side went down 100-55. Lamunu managed 24 points.