



The

# MUBS NEWS LETTER

July, 2020

## HE WAS A SELFLESS MENTOR! DR. OWOSO



Dr. Olubunmi Owoso, RIP

On June 28, 2020, Makerere University Business School joined the rest of Africa to mourn Dr. Olubunmi Owoso, who passed away at the age of 70, in Lagos Nigeria.

Dr. Owoso was the Immediate past Secretary-General of the Commonwealth Association of Technical Universities and Polytechnics in Africa (CAPA) and a good friend to MUBS. He had served as CAPA Secretary General based in Nairobi, Kenya for a period of 6 years, from 2012 -2018.

Dr. Owoso strongly advocated for Technical and Vocational Education and Training, (TEVETs) for the development of Africa. He will also be remembered for his commitment to quality work and his passion to promote CAPA in Africa. The MUBS Principal Prof. Waswa Balunywa emphasized that Dr. Owoso's zeal for life and industrialization of Africa will be missed by CAPA and Africa as a whole.

RIP Dr. Owoso

## Nahabwe, Installed as 25<sup>th</sup> President

On June 13, 2020, Our very own Ms. Dinnah Nahabwe, become the 15<sup>th</sup> President of the Rotary Club of Sunrise Kampala. Her installation ceremony was attended to by the MUBS Deputy Principal, Prof. Moses Muhwezi who was the Guest of Honor. Dinnah is the Deputy Director in the Quality Assurance Directorate.

In her address, She thanked the members of the Rotary Club of Sunrise- Kampala for having entrusted her with the responsibility of being the Club President in 2020/2021. She said that, " It is an extraordinary honor and privilege to serve and Connect with the members and with the support from all of you, we shall fulfill our obligations .

## MUBS training staff on e-learning

Following the closing down of schools and Institutions of Higher Learning across the country during the ongoing Covid-19 lock down, MUBS has intensified the training of academic staff on how they can develop Online learning materials that can be shared with the students.

The Online training was introduced in MUBS five years ago and now the School has doubled its effort to ensure that staff develop content that will be accessed by all learners during COVID and thereafter. The training involves, creating and using video and audio content in Online and distance education. MUBS is to commence remote teaching and learning activities. The School is also updating its systems to make it possible for foreign students to apply to MUBS and obtain admission and learning materials without stepping at Campus. Already the system is able to display test results Online, but will now be upgraded to include assessments for progress to another semester.

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

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

# SAY NO TO DRUGS

"Life can  
take you  
higher than  
drugs"

A CAMPAIGN BY  
**MAKERERE UNIVERSITY BUSINESS SCHOOL**



## Staff win Research and Innovation Fund (RIF) special COVID-19 grant

We take this opportunity to once again heartily congratulate five(5) of the MUBS staff from different Faculties who won the Makerere University Research and Innovations Fund (RIF) special COVID-19 grant. MUBS was granted five (5) projects as listed below:

1. Contactless Digital Financial Innovations and Global Contagious COVID-19 Pandemic in Low Income Countries by Bongomin C, Prof. Muhammed Ngoma, Prof. Waswa Balunywa, Prof. Joseph Ntayi and Dr. Edith Basalirwa UGX 60,000,000.

2. Aftermath of COVID19: Building Resilient University Roadside Entrepreneurs for Sustainable Socio-Economic Livelihoods by Assoc. Prof David Katamba, Ms. Veronica Mukyaala, Ms. Maureen Basuuta UGX 59,897,096.

3. Movement Permit and Tracking System (MPTS) by Dr. Robert Kyeyune, Dr. Samalie Mlay ,

Engineer Walugembe (Mak.) and Sembatya (Mak.) UGX 59,680,000.

4. Modeling Machine Translation of Uganda Ministry of Health Emergency Communication from English to chosen local Languages by Ssentumbwe A, Walugembe A, Mujabi S, Golooba U. UGX 59,360,000.

5. Entrepreneurial Resilience, Innovation and Entrepreneurial Success by Dr. Agnes Nassuna, Ms. Diana Ntamu and Prof. Julius Kikooma. UGX 59,396,000/=

The Dean Faculty of Graduate Research and Studies Prof. Muhammed Ngoma thanked the Vice Chancellor of Makerere University Prof. Barnabas Nawangwe, Prof. William Bazeyo Deputy Vice Chancellor in Charge of Finance and Administration and Prof. Umar Kakumba, Deputy Vice Chancellor for Academic Affairs of Makerere University for being friends and positive about MUBS.

## Giving small businesses a flotation device in post-Covid19 Uganda

By Assoc. Prof. Samuel Dawa (PhD)

"I am drowning here and you are describing the water." This was the cry of the character Melvin Udall in



the Hollywood movie, 'As Good as it Gets' as he throws a tantrum about the crisis in his life. Small business owners hearing stories of worst case scenarios presented by the Covid-19 pandemic (during the crisis, in the immediate aftermath of the crisis and the probable new normal) may be faced with a similar situation.

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### Ugandan Anthem

Oh Uganda!  
May God uphold thee,  
We lay our future in thy hand.  
United, free,  
For liberty  
Together we'll always stand.

Oh Uganda! the land of freedom.  
Our love and labour we give,  
And with neighbors all  
At our country's call  
In peace and friendship we'll live.

Oh Uganda! the land that feeds us  
By sun and fertile soil grown.  
For our own dear land,  
We'll always stand:  
The Pearl of Africa's Crown.

### East African Anthem

#### Verse 1

Ee Mungu twaomba uilinde Jumuiya Afrika  
Mashariki Tuwezeshe kuishi kwa amani  
Tutimize na malengo yetu.

#### Chorus

Jumuiya Ye tusote tuiliende Tuwajibike  
tuimarike Umoja wetu ni nguzo yetu Idumu  
Jumuiya yetu.

#### Verse 2

Uzalendo pia ushikamano Viwe msingi wa  
Umoja wetu Natulinde Uhuru na Amani Mila  
zetu Na desturi zetu.

#### Verse 3

Viwandani na hata mashambani Tufanye  
kazi sote kwa makini Tujitoe kwa hali na mali  
Tujenge Jumuiya bora.

### MUBS Anthem

Makerere University Business School  
Benchmark for Versatile Education  
Providing Knowledge and Skills  
Enabling the future of your clients

With Wisdom and Integrity, you Inspire  
Confidence  
You give Energy, Strength and  
Determination  
We uphold your Splendour  
Enabling the future of your clients

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



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# The Corona-virus Pandemic: Challenge and Response in Uganda Part I

By Prof. Waswa Balunywa



What a global challenge. The Corona-virus Pandemic (COVID 19). It has led to the near closure of the capital of the world's most powerful countries. Nobody other than God could ever do that. But the Virus has done it. Many of us who believe in God believe it is His works. Uganda is no exception. While many people especially in the informal sector are still on the streets, the formal sector has been shutting down. President Museveni has taken the lead in guiding the country where to go. He has issued several directives, all intended to ensure the safety of

Ugandans and all other people in the country.

In Uganda, most of our imports for consumer products have been from China. Traders realized they could not restock their businesses with China closed down. Big hotels that rely on foreign visitors went empty and some have closed down.

## The Global Shut Down

Following the first Presidential directive on closure of schools and other educational institutions and advice on eliminating non-essential travel, there was panic buying mainly by Kampala residents. Urban dwellers started stocking dry food to ensure that the 32-day voluntary isolation period does not catch them on the wrong side when they have no food. The panic buying led to sky rocketing of prices as there was sudden high demand especially for dry foods like Rice, Beans, Wheat flour among others. Globally the corona-virus pandemic was wreaking havoc in many developed countries with the unsuspecting Italy being at the lead. The global economy had already started experiencing problems, China which has up to now been the world's factory producing everything for everybody, had ground to a halt. The Corona virus was first reported there in December 2019. China had closed down various economic activities and ordered everybody indoors especially in Wuhan City. China has been the largest trading partner of literally every country. Most countries worldwide started slowing down their economic activities as a result of the shut down in China. Without goods coming from China, business came to a standstill ! Air travel which has been one of the world's busiest business activities has also been grounded to a halt.

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## Giving small businesses a flotation device in post-Covid19 Uganda



For the medium sized and large businesses, that have operational business continuity plans and disaster recovery programmes based on good governance structures the frustration may not be as much.

So how does a small business react to this uncertain situation.

Kurt Lewin conjectured that "there's nothing so practical as good theory"- good theory drives effective practice. Saras Sarasvathy in proposing the theory of effectuation presents two scenarios to illustrate what typically happens when one chooses to prepare a meal; in the first, an individual picks out a menu in advance, lists the ingredients needed, shops for them and cooks the meal. She refers to this as causation.

In the second scenario, one would look through the cupboards in the kitchen for possible ingredients and utensils and then cook whatever meal is possible using the available

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Entrepreneurs to be more open to new ideas and information. For example, when a customer walks in and asks for an item that you are not able to provide, that information should be captured".

ingredients. This is referred to as effectuation.

In post-Covid19 Uganda, given the challenges of financial resource scarcity and unpredictable customer intentions, small businesses may have to embrace effectuation using the following steps.

Firstly, business owners will have to incorporate the concept of pre-commitments in order to reduce uncertainty and co-create

opportunities. Pre-commitments are resources and promises pledged prior to the entrepreneur's offerings being produced. They may include an undertaking to supply at a specific price, acceptance to work at a certain wage, or commitment to buy certain quantities. This means that there will be a change in the nature of the relationships that small businesses have with their stakeholders.

Secondly, rather than the entrepreneur focusing on what they stand to gain from their ventures they need to deliberately move this focus to what they are willing to lose. Referring back to the cooking example, rather than use 50kg of scarce wheat flour to make potentially high profit margin wedding cakes, the entrepreneur may choose to use 5kg of easily affordable wheat flour to make chapatis, and if this business failed he would have lost less (and be able to easily move to a different business) compared to a failure of the wedding cake business. Instead of a focus on metrics such as Internal Rates of Return or profitability, which may require a tremendous amount of calculations, the entrepreneur should focus on the quick and dirty assessment of a subjective tolerance for less than ideal results. By putting in perspective the tolerance of less than ideal circumstances, this subjective assessment of the level of loss that can be borne reduces the cost of failure, in essence making failure survivable.

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### Closed shops in Kampala



Stock markets where money and shares are traded had also plunged.

#### The Problem begins in Uganda

In Uganda, most of our imports for consumer products have been from China. Traders realized they could not restock their businesses with China closed down. Big hotels that rely on foreign visitors went empty and some have closed down. There was a forced economic shut down in many sections of the economy. Since the virus was known to have started in China, Uganda started controlling its entry points especially Entebbe Airport which brings in people from various countries.

There was a fiasco at Entebbe Airport as passengers arrived from outside the country. For control purposes they subjected them to the 14-day quarantine period required to identify Corona-virus carriers from abroad. Like any other typical Ugandan situation some people bribed their way out from the quarantine! A group of 50 Chinese escaped to Kampala! It is reported that money was passed below the table to allow them to go. Such people who did this were aiding murder, if they have not lost their jobs and if they are not in jail,

again somebody else must have been corrupt! For aiding murder, such people deserve firing squad. (is that too strong)

Again, like any typical Ugandan situation there were accusations mostly false as always. One was that the hotels where people were quarantined belonged to "Abanene" (big shots) in government! That these "Banene" had arranged something for themselves. They made sure that their hotels are working. These passengers were being quarantined in the initially was Central Inn Hotel in Entebbe town. The quarantine was at their cost and was US\$ 100 per day! Of course, for an ordinary Ugandan this was on the higher side. Probably some other arrangements should have been made for them. I believe later it was done.

While meeting them at the hotel, the Minister of Health led from the front. This event created an instant Ugandan hero in the Minister of Health Hon. Jane Ruth Aceng, when she told some muzungu to shut up. The typical reaction for an African when a muzungu speaks is meek. Colonial governments made sure that the colonized felt inferior in front of them. Today this is still widespread when Africans are

dealing with whites. Many Africans will go out of their way to do unnecessary things to please them.

Following these events, President Museveni again took leadership. He took the difficult decision to lock borders locking Ugandans out too! Leadership works better in periods of crisis and President Museveni demonstrated his leadership qualities. What should Uganda do when all her neighbors have reported cases of coronavirus infection and you don't have? What should the leadership do to protect the vulnerable unsuspecting Ugandans? What should leadership do to protect the young ones in schools? Museveni showed leadership and did what he did in the interest of Ugandans. Of course, additional restrictions will come. No decision is without criticism or contrary views. He was criticized for the decision. But when there is death, you lead from the front and don't mind the noise.

Museveni's leadership in the crisis period was demonstrated in early years of his Presidency. During the peak of the HIV/AIDS epidemic in the 1990s, he came out to talk about it openly and Uganda became an example world wide as a country that was able to control the HIV/AIDS epidemic. The difference between HIV/AIDS and Corona-virus is that for the majority of HIV patients especially in Uganda, the transmission was through sexual contact. There was some degree of choice. For the corona-virus there is no choice, you can never tell where you got it from, a door handle, piece of cloth, a guard rail, a glass, a wash hand basin, a fellow passenger in a car, your spouse, a visitor to your home or a workmate among other possible sources. There is therefore a need to be more controlling.

A fail-fast mentality leads to quicker learning and the elimination of wrong choices.

A third step requires that entrepreneurs to be more open to new ideas and information. For example, when a customer walks in and asks for an item that you are not able to provide, that information should be captured. Subsequent analysis of that information may inform a new direction for your entrepreneurial efforts. Through the willingness to learn new methods, procedures, or techniques and the ability to adjust, the entrepreneur may find out that his/her original assumptions may vary with what is workable. However, the entrepreneur will have to ceaselessly evaluate the merits of the opportunities he/she pursues, abandoning those that lack promise and persisting with those that remain attractive. Willingness to change facilitates openness to

seeing negative results and this also means that the entrepreneur is open to different mechanisms to navigate the uncertain entrepreneurial landscape.

In the fourth step entrepreneurs will have to rely on a trial-and-error approach. An unsystematic method of developing solutions that does not entail insight, theory

Competition for customers will be higher than usual, yet customers will be low on liquidity. Furthermore, given the effects of COVID-19, there will be demands for firms to implement protective measures to prevent the resurgence of infections.

or an organised methodology will be most appropriate to counter the unprecedented circumstances occasioned by the pandemic. He/she will have to rely on intuition, self-assessment and adaptation, building on the success of previous attempts and learning from mistakes made along the way. To avoid significant costs, the entrepreneurs will have to gather feedback and learn by doing to improve their products and services.

Outcomes of pandemics such as Covid-19 differ from those of other disasters and yet livelihoods must be restored in the shortest possible time. Competition for customers will be higher than usual, yet customers will be low on liquidity. Furthermore, given the effects of COVID-19, there will be demands for firms to implement protective measures to prevent the resurgence of infections. In entrepreneurship research it is argued that it is through such disruptions that new opportunities are created or discovered. Effectuation therefore presents a 'flotation device' that will be useful for businesses to recover from the ravages of the COVID-19 pandemic.





## Amidst COVID 19 Pandemic staff graduate with PhDs

As the School was getting in terms with the COVID19 lock-down, the Dean Faculty of Graduate Studies and Research announced new PhD graduates in MUBS. On April, 10, 2020 Prof. Muhammed Ngoma, wrote, Dear colleagues, I hope and pray that we are all keeping safe from the COVID-19. Good news coming in is that Juma Teko, our colleague in the department of Finance has successfully

defended his PhD thesis in Madina International University - Malaysia. His PhD panel recommended him for the award of a Doctor of Philosophy.

To confirm the saying that "good things come to those who deserve them", On, June 17, 2020, the Head of Department of Marketing and International Business Dr. Aaron Ecel, announced another PhD from

his department, he wrote, Dear Principal, Dr. Mulumba Matthia Sebuttemba was awarded a PhD from Newcastle Business School, The University of Newcastle, Australia on June 16, 2020. Once again thank you for strengthening the department and MUBS at large.

We congratulate our colleagues for such a big achievement.

## Entrepreneurs must remain resilient



On Monday, July, 13, 2020, the Head of the Department of Finance Dr. Rachel Mindra- Katoorogo was hosted on Smart24 TV on the smartbusiness show to discuss

financial goals in times of crisis particularly for businesses.

She emphasized that entrepreneurial stress is real today and we are all being very mindful of our finances because of the uncertainty and spillover effects. We must remain resilient! Black swan events (crises) certainly leave us rethinking our financial goals. We must all practice visual strategy at personal and business level. While we cannot control the markets and environment within which we live, work and thrive, we can only control how we react to the crisis and keep our heads above the water

## School Mourns Fallen Staff

The School Management extends its heart felt condolences to the families and relatives of our departed staff who passed on during the COVID 19 lock-down. This is a very trying moment for the School to loose four (4) members of staff in a period of four months. This has created a big gap in the institution. The departed staff include;

- Mr. Nasser Batambuze, who was an Administrative Assistant in the Quality Assurance Directorate
- Mr. Christopher Tenywa, Supervisor Entrepreneurship, Innovation & Incubation Centre
- Mr. J.K Ssewanyana, Associate Professor, Computer Science & Engineering
- Mr. Haruna Mwanja, Grounds man in the Estates and Works Section

**May their Souls Rest In Peace**

## Staff Promotions

The following Academic Staff under the Faculty of Marketing and International Business were promoted to the level of Senior Lecturers. The promoted include;

Dr. Ahmed walugembe

Dr. Dennis Nuwagaba

Dr. Sam Musigire

Congratulations colleagues !!!!



## Living in a world with limited resources

By Aminah Balunywa



It is advised to pay debts with the highest interest rates first. Choose a strategy that will work best for you.

In an ideal world, we have infinite streams of money, never incur debt so no stress on paying back money. Life is generally good. POP! Just burst your bubble. Money is never enough which means most of us shall borrow at one point in our lives. I'm sure Aliko Dangote had to borrow at a certain point for him to accumulate a net worth of \$15 Billion.

When resources are not enough we decide to borrow. You may choose to go to a friend or family member which usually means no interest or to money lenders and commercial banks. If you are spoiled for choice

always chose the stream with no interest. Whichever way you go, all sources have their pros and cons.

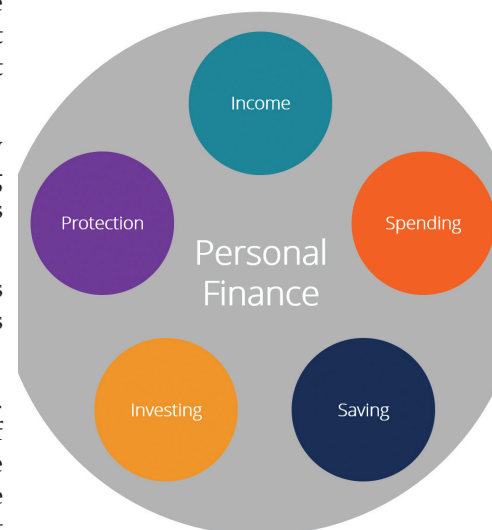
Let us assume you need UGX 1,000,000. For a friendly loan, you will probably pay zero interest fees. A money lender will give you the money within a blink of an eye with less paper work than the bank but, there is always a catch! You may be charged 10% per month vs. the bank that charges you roughly 20.08% per annum (BOU as of Nov 2019) plus handling fees. Let us make another assumption that you are paying back this loan in one year. Interest fees to be paid to the money lender will amount to UGX 1,200,000 per annum. That means you are 120% of the loan in interest. While in a bank you are paying UGX 200,000 in one year (interest only). My point here is budget and know if you are running a deficit and make a plan on where you' will get this money from. Prioritize the cost of acquiring the loan over convenience of getting it.

Hooray, you have been approved for the loan and have received the money. You are now in debt! Let us manage it so you live without worry.

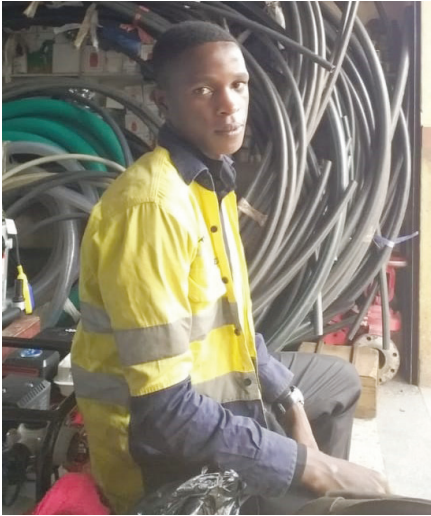
- It is not advisable to borrow to anything that will not bring you back a return! That goes for cars, furniture and so on. .
- Make sure you use this money for exactly what it was intended! Business!
- Know how much you owe. Make a list of all your debts (if you borrowed from multiple sources). This will include creditors' names, total amount of debt, minimum monthly

payments and due date.

- Pay your debt bills on time each month. Late payments attract fines which in turn push up the amount of money that you have to pay off. This burdens you more because it will take longer to pay.
- Create a monthly Bill payment calendar. It will help if you synchronize your salary with your various debt payment dates so as not to forget to pay and take the burden off.
- Make the minimum payment. If you cannot afford to pay more, prioritize this even if it may take you longer to pay off because you are making real progress with this approach.
- Decide which debts to pay off first. It is advised to pay debts with the highest interest rates first. Choose a strategy that will work best for you.



## MUBS Graduate Develops Online Hardware Shop



After receiving numerous calls from his fellow students requesting for job opportunities, Eric Bazadde was forced to think critically on how he can respond to his friends positively. Eric graduated with a Bachelor of Business Computing from Makerere University Business School (MUBS) Nakawa during the 70th graduation ceremony of Makerere University in January 2020. Eric narrates that during his study time at campus, he was getting calls from his friends requesting him to give them job opportunities since he was studying and thinking that he was the only one with connections. This gave him a challenge at the same time an opportunity later on when he thought of advancing his father's hardware shop to an Online shop also creating jobs for his friends.

"In my S6 vacation, I joined Kaweesi R & Sons general hardware which is my father's shop in Shauliako Kampala though it was for my father, I decided to exploit my knowledge

so as to get more customers for the business from Online there I got the idea of Shauliako online in 2019," He narrates. According to Eric, it all started when some of his colleagues contacted him requesting for jobs. This pushed him to create opportunities for them by building an e-commerce site which sales hardware Online plumbing tools, hand tools, drills, water pumps, sprinklers and many other building and irrigation materials. Thus, attracting new Online customers to the business and even create jobs for my friends as sales agents.

"I developed the system because when we were about to leave campus, I had an idea of being self-employed and also creating opportunities for others. I started developing my site slowly, with time I started getting customers," he described. The outbreak of corona-virus in Uganda that brought to the closure of all businesses hardware shops

inclusive, promoted Eric's hustle when he started receiving daily Online customers.

"When the government introduced a national lock down to curb the spread of COVID-19 most businesses were ordered to close. This gave my site a go ahead since we had a store and a shop at home, I started selling and delivering at door steps around Uganda using Boda- Boda and Trucks in Kampala heading to different parts of the country," He adds. Among the challenges, Eric says that payment delays always hinder the progress of the business and Boda-boda riders who overcharge him when delivering materials to customers. Data and Traffic jam are not left behind. "By 2021, most of my unemployed OBs and OGs will be employed by the business. I want to have stores in at least 30% of the districts in Uganda to ensure timely delivery," He happily concluded.





## Scientific Management

By Vincent Bagire, PhD



We are having "SCIENTIFIC" of everything. There are practical and conceptual threads in doing things scientifically. As a student of Management it was normal to me when the President first advised the nation to do this and that scientifically. My former student in the Principles of Management class reminisced how I used to emphasize being scientific.

Now it is the talk of the village, but the basic principles may not be as popularly known. I have not read from the President's script – but I know his guidance was grounded into his vast military science expertise. I will pick from my brief interface with military science during my 100 days of exposure. In June 1989, I was among several S.6 vacationists who were taken to the then National School of Political Education, Kyankwanzi. The basic principles there, among others, were: each minute we had to be doing what is expected; we were to be alert every moment, we had

to manage time, not meandering in mind and action; being cautious of self and others, listening, following basic instructions always, be in right place every time, attention to the leader or instructor, follow instructions and if you must ask do so later, and no wastages of anything. This is the scientific way of doing things in that part of life and there is insurmountable efficiency. Now under Covid-19, given the deadly tense situation, we are being advised to go scientific in almost every way of life. I think this is right in the circumstances.

Years later, as a student and a learning facilitator of principles of management, the Kyankwanzi basics became real on my fingertips combining well with the concepts of Taylor, The Gilbreths, Gantt and their contemporaries; and lessons of the human relations approaches of Elton Mayo, Max Weber, MacGregor and a host of other behavioral scientists. I will now leave out the scholarly synthesis since I am writing this

blog for a general audience. Let me return to basics ...of scientific management...

This write up was triggered from two angles. A P7 candidate in his curiosity and uncertainty asked me what a scientific wedding meant and if it is likely that PLE will be done scientifically. Another query came from a former student in my MBA class; she wondered how the class concepts we discussed tie with the current talk of scientific events. Ok then, what is scientific way of doing things: Scientific burial; scientific weddings; scientific meetings? It has now gone to Scientific National Elections!

Nothing new and unknown; "Scientific" is simply to follow the basic ways of doing something. To get the desired result, you follow basic principles. The process can be replicated and generalizable to get closely similar output. For instance, what should essentially be done or available for a wedding to be so? This is the angle, if I



recall well, that the President picked from in the televised address. As noted, I have not read from his script to write this. But for “a religious wedding to be a wedding”, present must be the bride, groom, priest or Imam, 2 witnesses, parents and conducted through the basic religious rites of the Institution. In our Ugandan life, why are weddings different? Socially a wedding is defined by the length of the convoy, troupes of dancers, size of the congregation, drones flashing and the deco; a dozen of grooms men and bridesmaids. So then, Covid-19 has imposed danger in social patterns, thus a return to scientific ways is what has caught the wave. Avoid crowds, keep measured distance, do what must be done, within prescribed time. Such events will be uniform whether in Adjumani, Busia or Kisoro. In scientific management emphasis is on efficiency and best ways of getting the task done; design tasks to eliminate waste; ensure supervision, record keeping, pay rate systems and rotation.

Therefore it is paramount that

society today appreciates living by scientific methods. On the other hand, we have the human relations approach and behavioral schools. This is where human opinion drives action; attention is on relationships, informal groups, contextual factors and hybrid systems. Scientific management is not against the social elements in totality. But to hedge the spread of Covid-19 pandemic, it is imperative activities are scientifically done. This is to eliminate parts of our social systems that consume a lot of time, gather crowds, need a lot of money, require multiple decisions, take us from home and demand other resources over the basics needed to get output. Leaders and the led should concur on methods that are on principle and omit human apprehensions. Somehow, in community we shall learn and appreciate getting tasks accomplished scientifically. In organizations, scientific management is a participative process that involves goal setting; calls for managers and subordinates acting together, review tasks, assign roles, on job

induction and timed outputs. Within proper structures, we shall realize that scientific models are quite perfect than would be in social mix. There are testimonies in social media commending scientific meetings, burials,

weddings, etc. Of course, there are social costs such as missing friends, less human opinion, strained relationships, less team work, too much hurry, omitting detail; no timely feedback, may breakdown social ties, being overhooked on social platforms, etc.

Anyhow, scientific management is about getting the result within basic processes. We shall gradually embrace the reality that we have been wasting time, money, burdening relationships, talking too much, holding long [and at times wrong] meetings and going extra miles to get tasks done. Doing things scientifically today in Uganda has the connotation of few people, social distance and being brief, focused; no long speeches, no extravagance on meals, punctuality, etc. These are true elements that are getting embedded in our social system. The implications of scientific management to our social life include, knowing best ways of doing tasks, use of basic resources, principled processes, empowerment and social acceptance. To reap these benefits, we should embrace open communication, scheduling events, mutual support, review reporting lines, rethink the human irrationality and be pragmatic in decision making; reshape attitudes, being prepared and flexible to embrace change. We should shift deftly in pace and space. This relational dynamic occurs at the intersection of art and science. We have limited options.

**The writer is an Associate Professor of Management at MUBS.**



**FACE MASKS - The DON'Ts**

- **DO NOT** PICK MASKS THAT HAVE BEEN DISPOSED
- **DO NOT** SHARE MASKS WITH ANYONE
- **DO NOT** BORROW MASKS
- **DO NOT** WEAR A MASK WHEN EXERCISING

**#StayHomeStaySafe**



## English Premier League set for its climax as Liverpool already announced winners 2019/2020.

The top flight football league in England is set to end in a few weeks from now. Most known clubs, Liverpool already announced winners, Arsenal FC, Man United FC, Manchester city FC, Chelsea FC are some of the clubs that feature in this league. Of this, 4 top teams are expected to qualify for the UEFA Champions League while the last 3 suffer relegation. As per the stand, Man city FC, Chelsea FC, Leicester

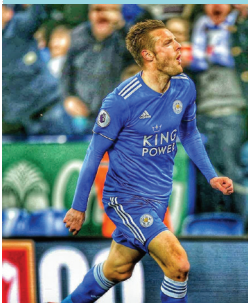


City or Man united FC have high chances of taking the other 3 top left spots to join Liverpool. While

in the relegation zone, Norwich city are already dropped back to championship while Aston villa, Bournemouth or Watford are the others expected to join the latter. With 3 games to go, every club plays its games like a final aiming for the best finish at the end of the league.

Who shall we see finishing in the top 4 or last 3?

## English Premier League Golden Boot Winner 2019/20?



Is it Jamie Vardy or Pierre-Emerick Aubameyang? Only a few games to go will give us the rightful answer. With Jamie Vardy's

Leicester City having 3 more tricky opponents to go, he will need a proper push from his coach Brendan Rodgers to see him scoop the award. Aubameyang's Arsenal FC is also on the hook to see its captain scooping this year's Golden Boot award for the second time consecutively. Vardy leads the top scorers table with 23 goals scored while Aubameyang has 20 goals so far in the games played. On the ladder still is Mohammed Salah (Liverpool FC) with 19 goals and Danny Ings (Southampton) 19 goals too.

## Uganda Cranes Star Flying High in the Turkish League



Farouk Miya, Uganda Cranes midfielder and former Vipers player is having a steady-fast progress at his Turkish team, Konyaspor FC. The Uganda

international plying his trade in turkey is one of the key players helping his team survive relegation this 2019/20 season. Miya currently holds his goal tally at 8 goals and 1 assist out of the 24 games played so far. He is most remembered for winning the inaugural Airtel Fufa MVP award in 2015 beating teammate Keziron Kizito and Yasser Mugerwa. He also scored that lone goal against Comoros in Namboole Stadium as Uganda headed back to AFCON after 38 years in 2017.