



The

MUBS NEWS LETTER

July Issue, 2021

Investigate how Family Businesses can survive Conflict



Dr. Barbara Ofwono, the founder of Victorious Education Services

Dr. Barbara Ofwono, the founder of Victorious Education Services and Chairperson Uganda Women Entrepreneurs Association has advised family business owners to put in place systems to manage conflict and ensure continuity of the business after the first generation.

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MUBS Don Appointed PS

Mr. Ramathan Ggoobi an Economics Lecturer in the Faculty of Economics Energy and Management Science was on Thursday July 15, 2021 appointed by HE President Museveni as Permanent Secretary/ Secretary to Finance, Ministry of Finance. He thanked the President, for the trust in appointing him to serve in the noble office. To the people of Uganda, he thanked them for the support and love. To the world, "this simple boy from Butambala believes in economics that works and hates accountability without results," he tweeted. Congratulations Ram !

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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 neighbours 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

Ee Mungu twaomba ulinde Jumuiya Afrika
Mashariki Tuwereshe kuishi kwa amani Tutimize
na malengo yetu.

Chorus

Jumuiya Yetu sote tuilende Tujajibike tuimarike
Umoja wetu ni nguzo yetu Idumu Jumuiya yete.

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

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

MUBS Anthem

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Positive Emotions Impact on the quality of our lives

I attended a Management training for young managers organized by the Human Resource Directorate. The sessions were very interactive, but what stood out in one of the sessions is how to deal with “an out-of-control boss”.

This can be very tricky for any junior staff because; the boss controls your fate at the company, you are not on equal footing and if not every careful, one misstep could cost your job. But if handled right, dealing with an out of control boss, is an opportunity to show your maturity and leadership

potential.

If the boss screams at you, resist the urge to scream back, remain calm and listen. If you get the opportunity to speak, do it quietly, and do not let your body language betray what you are really feeling. It is also important that you own up your part. If the boss is screaming because you did something wrong, assume responsibility and apologize. Do not make excuses, but rather calmly share your plan for making it right. If the boss lashes at you in error, it is perfectly okay, pull back until the boss has cooled down and express

yourself later on. The boss may realize the anger was not only inappropriate but also misplaced. Who knows!, an apology may come your way.

Then demonstrate empathy, the boss might lose temper for many underlying reasons, it could be work pressure, family or medical issues. Although, there is no good excuse for screaming at someone, but it helps to know that it may not be about you. This person may be struggling with a stressful situation, and needs to take it out on someone. If this is the case, express your concern. It will surprise the boss when you show kindness instead of anger.

Keep it to yourself, even if curious colleagues witnessed the incident, do not gossip about the boss. The boss will appreciate your discretion, and that you did not make matters worse by spreading the story. And your colleagues will see your mature response and how well you handled yourself and respect you. The one thing you can always control is your own response. Keep your emotions in check, and continue to act like the professional you are.

Erinah Najjingo
Editor

Investigate how Family Businesses can survive Conflict

From Page 1

On the other hand Ugandan businessman, and entrepreneur as well as Chairman of Simba Group of companies Dr. Patrick Bitature, has asked the MUBS Entrepreneurship Innovation and Incubation Centre to conduct research on how family businesses can survive conflict.

This was during the weekly training series held on July 8, 2021 conducted by the Centre on *"Growing a family business"*, under the series of how to become a better entrepreneur.

It was observed that family conflicts can ruin family businesses if not properly managed.

When conflict arises in a family business, it is often impossible to separate the family ties from the business relationships. And if the family conflict is not properly managed, it can harm the economy and it can tear families apart, hence the need to study how family business can survive conflict.

Mr. Bitature however emphasized that patience and humility help family



Dr. Barbara Ofwono, the founder of Victorious Education Services

businesses survive for a long time. He commended MUBS for the culture of sharing knowledge during the lock down at the time when entrepreneurs are hungry for business knowledge. Ugandans are waking up and joining forums searching for knowledge which is important to the country.

Meanwhile, Dr. Ofwono who was a guest speaker on July 15, 2021 addressing under the topic *"Governance In a Family Business"* emphasized that businesses must continue amidst the COVID-19 lock down. Sharing her experience, she loved teaching and after training as a teacher she

started setting up schools. She attributes her success to her father who believed in her and identified her talent in teaching.

For 23 years, she has been building Victorious Education Services which currently has five campuses with over 4,000 students and is recognized among Uganda's Top 100 companies. She shared her experience when she went to one of the banks, for a loan to start her first school and the bank could not give her a loan because her business was not registered.

Continued to page 6

She did not get annoyed with the bank but rather took the move to register the company where she is the main shareholder and two other shareholders. To manage the business, she has a board of seven members and half of them are not family members. She says putting systems in place ensures that she does not make all decisions alone. Emphasizing the importance of structures in running a family business.

Dr. Ofwono said where there are no proper structures family members become suspicious. Just like any other family business, we have challenges in running the business. Our children

keep on saying this is my mother's business or my father's business.

We have started designing a board charter and we meet once a month. "I am ceasing to be a CEO, we are working to see that I exit that position and we plan continuity," she said.

The challenge we face now is succession, how do grow the business from first generation to the next. I am the only lady, other two shareholders are my elder brothers. This puts some challenges when the brothers say I am the elder brother. We have had conflicts but solved them through meetings. We allow the board to do their work.

As founder, I have learned to listen. Management takes decisions and reports to the board. "I play my role as manager, board member and empower others. We have head teachers in the five campuses. I do not call head teachers and disorganize their work. Governance structures have enabled the institution to grow, managers have innovation and thinking space. She advises family

business owners to register their business, establish structures such as boards and manage conflicts.

Meanwhile the Principal Prof. Waswa Balunywa in his key note address, noted that for a family business to grow various issues such as conflicts, governance and succession should be well managed.

Prof. Balunywa said putting in place mechanisms to prevent and resolve conflicts in the running of family businesses is crucial for their longevity. Conflicts also prevent good working relationships among family members. It is therefore important to build culture for conflict resolution.

He advised family business owners to appoint experts on their boards. The board members may not be necessarily family members. "The biggest problem in family business is trust. People should know their roles and how they benefit from the business. This can enable growth of the business. Prof. Balunywa also mentioned that good governance was equally important in the success of a family business, defining governance as how a business or company is directed and controlled. Transparency and

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Do not miss learning from experiences of other Entrepreneurs

Prof. Waswa Balunywa
MUBS Principal
Key speaker

Dr. Diana Ntamu
Speaker
Director MUBS EIC

zoom



MUBS Principal Prof. Waswa Balunywa

accountability are key values for the success of businesses. “Family businesses need structures to know what to discuss, who does what, who is in the business. Family business governance is based on culture and values of a family. There is need for exclusivity of family members.

He said that there should be a family business organ such as a family council, constitution, charter to answer questions of family vision, defining what the business wants to achieve and who is participating. The majority of family businesses in Uganda are sole proprietorships, where there is one individual, some are informal in nature, hence making it difficult to make good decisions. In some companies, the wife is

not involved in the family business. Some family businesses do not want boards as the man takes all the decisions. In some family businesses boards do not meet leaving the decisions to be made by the founder.

Meanwhile, Dr. Diana Ntamu, the Director

MUBS Entrepreneurship Innovation and Incubation Centre explained that many family businesses have not continued overtime after the death of the owner. Therefore, there is a need for proper succession planning to help family businesses to realize their long-term family business objectives. “Love is the glue that keeps family together and trust makes it succeed,”

She cited an example of Peacock Furniture a family business that revolved from a grocery, bakery, furniture and recently ventured into real estate and has managed to stand the test of time. Entrepreneurial families should be careful not to force children into the business but rather discover their interests or talents.



Dr. Diana Ntamu, the Director MUBS Entrepreneurship Innovation and Incubation Centre

Know your personality type- Prof. Balunywa

On Saturday July 17, 2021 the MUBS Leadership Centre conducted its regular series under the topic *"Your Leadership Personality and Emotional Intelligence."* The lead facilitator and key speaker was Prof. Waswa Balunywa, the Saturday training attracted over 1000 participants from different walks of life who logged on to learn and get mentorship.

Prof. Waswa noted that leadership is inspiring and influencing people to follow the lead to achieve an objective. Citing according to Peter Drucker, leadership is lifting a man's vision to higher sights and according to Tom Peters and Robert Waterman leadership is being patient usually a boring coalition, listening carefully much of the time and frequently speaking with encouragement and re-enforcing words with believable action. Prof. Balunywa said, from this there is need to understand the type of leaders which include the cultural leaders such as the kings, appointed leaders, charismatic, servant leaders, transformational leaders, situational leaders and all these are types of leaders who inspire,

transform, get things done, coach, communicate and influence.

Prof. Waswa added on that there are also various types of leadership styles which include autocratic, democratic, transformational, transactional, affiliative leadership styles among others. Leaders have different qualities such as being emotionally intelligent, empathetic, courageous, self-awareness, resilient, knowledgeable and integrity which are part of emotional influence although they are also qualities of a good leader.

He said that everyone has certain personality and there has been a lot of research trying to understand the personality of people which is the summation of the thoughts, beliefs, feelings and consistent behavior of an individual. Personality reveals the true authentic self of an individual, consistent attitude, the way one shows up, the skills and also explains the human psychological characters of human beings and the beauty is this personality can be changed.

He added on that there are various personality types which are the classification of

the different individuals and a collection of personality traits that describe what a person exhibits consistently, therefore, it's a consistent pattern of what someone faces. A leader's personality is determined by upbringings, family values, the knowledge, culture, and the environment in which he/she grows in.

Prof. Balunywa revealed that there is also research that has attempted to classify personality types such as the Gordon, Raymond Kattle, and Myers bricks personality type which has been generally accepted as the one of the best theory that best describes personality types of a person. Myers lists five personality types which are openness, agreeableness, extraversion, conscientiousness, and neuroticism.

It is important to understand that somebody has a certain dominant personality type within them and everyone atleast has one dominant personality trait but also have a bit of the others in them, this helps one to be aware of the traits and use them to build their emotional intelligence.

Review the education system: Prof. Balunywa

The Principal, Prof. Waswa Balunywa, has stressed the need to review the country's education sector because it has been greatly impacted by the COVID-19 pandemic and which calls for a paradigm shift in the planning for the sector.

He also called upon Government to support the development of local technologies and innovations to achieve economic development in the ongoing fourth industrial revolution.

Prof. Balunywa made the call during a virtual National Development Symposium organized by the Global Foundation Uganda Peace in conjunction with Makerere University Business School (MUBS), under the theme *"One Family under God: Peace and Socio-Economic Development critical for securing Uganda's future."*

The symposium intended to launch a joint response and commitment to transform education, economy, and to strengthen a culture of peace, service, moral and innovative leadership for social-



Prof. Waswa Balunywa

economic development.

He said if we are to improve the country's education, there is need for a comprehensive review of the system aligning it to the technological changes across the globe.

He further advised

that Primary Education should involve elementary technological skills while Secondary education should have more technical and vocational education.

Higher education should reflect the theoretical



perspectives of the future primarily the innovations that may come, reflect the need for creativity and innovation in the key sectors of the economy, establish technological universities to translate ideas into products.

Prof. Balunywa, also emphasized that Uganda and other African countries cannot afford to lose out on the fourth industrial revolution.

The world has already embraced technological advancement with various forms already replacing human resource on some tasks, hence the need to change the education system and make it more technology-based.

“Government and all stakeholders should invest more in technology, embrace technology innovations and promote them so that they can

be able to solve the questions of the day,” he said.

Prof. Balunywa cited five companies that are the biggest in the world, noting that they are technological based.

With the world taking the ICT direction, our governments must prioritize technology development in all fields, including the education sector so that the youth can be the drivers to economic transformation after attaining technology-based education.

He asked the Government to establish universities and higher institutions of learning aimed at promoting technology and innovation.

Meanwhile, Amb. Milton Kambula, the chapter President of Global Peace Foundation, said embracing technology and technological innovations is the only way economies could survive the COVID-19 pandemic impact.

This is the time, for the country, to come together and seek solutions to the pressing issues affecting the education sector, health, economy and service delivery, among others. It is through embracing technology that we can get solutions to challenges affecting our economies.

Kambula added that over the years, young creators have come up with good innovations but lack of support has seen them fail to take effect on the economy.

He asked the Government to identify such innovations and support them so that they can be developed and commercialized for national advancement.

He said this can be achieved by introducing an education system that supports practical innovations to drive economic growth.

Government should involve economists in finding solutions to Covid-19



Dr. Ronett Atukunda

The Head of the economics Department at Makerere University Business School Dr. Ronett Atukunda, has asked Government to involve economists in seeking solutions to combat the economic and social impact of the COVID-19 pandemic in Uganda.

Dr. Atukunda, explained that sometimes government's economic and social welfare programs are not known to the public or are seen to help a few people.

"As economists, we feel it is wrong to keep quiet on important issues relating to

COVID-19 that affect a large number of people in Uganda and the world," Atukunda said.

She made the statement during an Online discussion organized by the Department of Economics, in the Faculty of Energy Economics and Management Science, under the theme, *"Social-economic welfare: Government's welfare packages to the vulnerable."*

Meanwhile the Guest speaker, Mr. Aggrey Kibenge the Permanent Secretary at the Ministry of

“
By the philosophical position of welfare, COVID-19 has revealed Uganda's weaknesses on welfare. The guidance on welfare should come from the economists,”

Gender Labour and Social Development explained the different programs the government has come up with during COVID-19. The Ministry has been implementing programs targeting children, youth, elderly women and people living with disabilities who are traditionally vulnerable.

UGx. 25,000 given to elders 80 years and above might be little but there is evidence that the elders have achieved from it.

Kibenge said some elders without National Identification Numbers (NINs) missed the social assistance grant of Ugx.100,000 cash transfer during the second lockdown.

He however appealed to the National Identification Authority to issue people with NINS as they wait to be given National Identification cards.

Kibenge said the target was 501,107 homesteads and 498,979 beneficiaries were registered. The target was to pay sh53.5b in addition to mobile phone charges of sh1.2b. 87,000 beneficiaries have still been rejected due to using unregistered mobile telephone numbers, using telephones inherited from dead relatives or using numbers not registered in their names.

In response, the Principal Prof Waswa Balunywa, said that by the philosophical position of welfare, COVID-19 has revealed Uganda's weaknesses on welfare.

The guidance on welfare should come from the economists. During the first lock down there was distribution of food but it was affected by corruption.



Mr. Aggrey Kibenge

The government has become wiser and gave out money and removed corruption. But the population is growing, poverty is increasing. There should be planning so that the population can go to school and people have food.

Prof. Balunywa further noted that there is no urban planning and if it is there, it is on paper. Permanent structures are sprouting up in slums, unplanned population growth will be a problem. It is revealed that people living in slums cannot get food if they do not work for a day.

Meanwhile a market vendor at Nakawa market by the name, Senoga, in his contribution to the discussion said they need Internet connection in the

market to access customers.

On the other hand, one of the COVID-19 survivors Bernard Wabukala, appealed to the public to remove the stigma against people who have recovered from COVID-19.

"We should normalize the COVID-19 disease. I have suffered malaria but I am not stigmatized," he said. Social welfare extends beyond relief measures and cash transfer to the vulnerable, giving out cash has brought the inclusion error which involves including those who lie to get money.

Deputy Principal tips staff on customer care

“All of us handle students, we must understand their nature. Students want to be perceived to be on top and this is a problem with this generation. And this is more in an academic institution, where pride is part of the equation. So we must handle them as such,” noted, Deputy Principal Prof. Moses Muhwezi while addressing staff at the second day session of the Customer Care training.

The Human Resource Directorate has arranged a series of Online trainings for staff in customer care intended to improve service delivery in the institution.

Prof. Muhwezi thanked the staff for serving the School diligently and urged them to always acquire knowledge. This is why the lawyers speak and we listen and actually believe them even when it is not the optimal decision. This is because they tend to have more knowledge.

Prof. Muhwezi also noted that, if you discover, it is lack of customer care that causes unrest in these institutions especially for students then its better to



Prof. Moses Muhwezi

address it. Many times I have managed planned strikes by talking to the students and explaining reality to them in a respectable and presentable way. We must do this in our departments and faculties.

Many times you can win an argument by pulling back from the argument, why must you win an argument, by pulling out, you have actually won. You should not grow small because of a problem you can avoid.

And this is customer care, you need a skill to know when to pull out of an argument with a student, colleague or parent

in order to keep the situation calm and move on.

Prof. Muhwezi further asked the staff to leverage on customer care to make MUBS an interesting place, to groom future spokes men and women who will sell MUBS to general public. It is much easier to get people within MUBS to market the institution than creating them from strangers outside MUBS. Because we are the ones benefiting from MUBS, we should be able to market it and make it work for us, for it puts bread on our table every month.

Do not bark at employees

Avoid barking at employees and team members, advised Prof. Mohammad Ngoma, the Dean Faculty of Graduate Studies and Research.

"When you bark and shout at people, they get scared. By shouting at them, you make the part of the brain that listens to shut down," he explained.

He made the remarks at the Rotary Club of Nakawa, Kampala, e-fellowship on the theme: *"Communication strategies for effective leadership."*

Prof. Ngoma notes that, it is common in some companies and enterprises in Uganda to find some leaders and managers barking at their subordinates.

The result of such shouting leads to emotional distress, under-productivity, loss of concentration at those shouted at.

"When you bark and shout at people, they get scared. By shouting at them, you make the part of the brain that listens to shut down, the reptilia part of the brain opens up," he said.

According to scientists, the reptilian or primal brain is in control of innate and automatic self-preserving



Prof. Mohammad Ngoma, the Dean Faculty of Graduate Studies and Research

behavior patterns, which ensure our survival and that of the human species.

He explained further that when you shout at a child to bring a plate, the child will run in fear and instead will bring a cup.

To subordinates when the boss shouts at you, respond by reflection, by suppressing your emotions, and withholding the immediate response, and the boss will feel guilty.

Sharing his personal experience with his supervisor shouting at him in the office. He suppressed his emotions and response at that moment, and waited when the boss had cooled down and

approached him. "I asked him why do you shout? He felt guilty,"

Prof. Ngoma notes that shouting back at people is not a solution. Many leaders are good at speaking but poor at listening. The leader should create an environment that makes people listen. Build trust, rapport and people will listen to you.

Leaders must be considerate and give morale to their team for its success.

"Listening is an important skill that can break or make communication difficult. Learn when to talk and listen as a leader" he said

Staff Achievements



Prof. Stephen Nkundabanyanga, Head of Accounting Department, Faculty of Commerce was recently appointed as a Member of the Technical Committee Uganda National Bureau of Standards, UNBS/ TC 406 Education and Learning Service Standards



Dr. Levi Kabagambe, Director Quality Assurance, installed as 2nd President Rotary Club Nalumunye



P.E. Suzan Kamazima, Manager Procurement and Disposal Unit, Chater President, Nakawa Rotary Club. Congratulations.



P.E. Mariam Tauba, installed as 6th President of RC Morningtides Bugolobi. Tauba is a Lecturer in the Department of Human Resource in the Faculty of Management and Public Policy

The Appointments Board at its Special Meeting held on July 14, 2021 approved the promotion of the following senior academic staff to the position of Associate Professor in School service:

1. Assoc. Prof. Sulait Tumwine, PhD
2. Assoc. Prof. Sheila Namagembe, PhD.

Congratulations

Jinja Campus gets new Director



Ms. Veronica Mukyala has been appointed as the Ag. Director, MUBS Jinja campus, following the death of the Director Dr. Lubogoyi Bumaali, who succumbed to COVID-19 in June, 2021.

Mukyala is a PhD student at Moi University, Kenya, a Lecturer in the Accounting Department at MUBS and a board member for Mandela National Stadium.

Children obey your parents

"Children are our future and we must take good care of them", said Mr. Abdulnoor Kawoya a Lecturer at MUBS Jinja Campus, on July 02, 2021, during the online session organized by the Corporate Muslims Association (CMA). Mr. Kawooya, called upon the children to obey their parents emphasizing that it is a commandment from God. Love you parents for who they are and the parents pray for your children, be open and kind to them it instills discipline and gives them direction.

He encouraged fathers to maintain love at home to shape children's behavior as they grow and to be responsible citizens. It is mandatory for parents to



Mr. Abdulnoor Kawooya

love their children. "No one will love your children better than you. I challenge you parents to teach your children good etiquette in eating, drinking, sleeping, among others. If they grow up with such character, they will benefit you as the parent, society and the nation at large.

Engage in research and innovations

The Deputy Principal Prof. Moses Muhwezi has called upon all Senior Lecturers at the MUBS Jinja Campus to engage in research and innovations emphasizing that research is cardinal in universities world wide. Research and innovations are aimed at informing Uganda's development agenda and lead to the country's further

growth. This was during an online research training held on July 12, 2021 for the faculty at the Jinja Campus.

He also advised the faculty to supervise students and attend to their needs so as to remain relevant.

The facilitators were Dean Faculty of Graduate Research and Studies, (FGRS) Prof.

Muhammad Ngoma, Deputy Deans FGRS, Prof. Vincent Bagiire and Dr. Sulait Tumwiine.

The Ag. Campus Director Ms. Veronica Mukyala thanked the facilitators for sacrificing their time for the good of MUBS, and the Principal, Prof. Waswa Balunywa for his support to the Campus. "

Continue to adhere to the SOPs



Dr. Amina Tamale

On July 22, 2021 MUBS Jinja Campus organized an on-line training under the theme; “Over view of covid-19, home based care and commonly asked questions about covid-19 vaccination”

The training was facilitated by the School doctors led by, Dr. Amina Tamale, the Director MUBS Health services, Dr. Umarashid Gulooba, Deputy Director

MUBS Health services and Dr. Patrick Ajuna, Campus Doctor Jinja campus.

Dr. Tamale emphasized how covid-19 is transmitted, its symptoms, and how to prevent it. Dr. Tamale encouraged people to avoid “MEN” that is avoid touching one’s Mouth, Eyes and Nose. She advised the public to follow “WOMEN” that is W-wash your hands, O-obey objectives, M-move away from crowded places, E-exercise regularly, N-never ignore warning signs.

Dr. Umarashid Gulooba explained the home based isolation and care and the particular people eligible for home-based isolation, home remedies among others.

Dr. Patrick Ajuna, thanked people for continuing to observe Covid-19 prevention SOPs, and noted that “indeed the country is registering a significant drop in the

number of positive cases as shown in the table below. However the number of deaths is still alarming, so kindly continue to adhere to the SOPs

Dr. Ajuna explained three factors to help the public to make safer choices to avoid contracting Covid-19

- 1- Location, Open air spaces are safer than enclosed spaces
- 2-Proximity, further away from others is safer than close together
- 3- Time, shorter time periods with others safer than long time periods

Crowded indoor settings like places of worship, offices, restaurants, fitness classes, choir practices where people talk loudly, shout, sing or breathe heavily are at higher risk of spreading the infection

| Date | New cases in the country | New cases in Jinja | New deaths in the Country |
|-----------|--------------------------|--------------------|---------------------------|
| 14/7/2021 | 434 | 37 | 6 |
| 15/7/2021 | 460 | 38 | 12 |
| 16/7/2021 | 417 | 29 | 12 |
| 17/7/2021 | 265 | 39 | - |
| 18/7/2021 | 258 | 20 | - |
| 19/7/2021 | 252 | 13 | - |
| 20/7/2021 | 193 | 58 | 1 |

Jinja Campus acquires face lift in ongoing renovations



Renovation works at the MUBS Jinja Campus is going on to give the Campus a new face lift. “I take this opportunity to appreciate the management and staff of Jinja Campus headed by the Ag. Director Ms. Veronica Mukyala and Ag. Campus Administrator Ms. Warda Saunders”, said the Principal Prof. Waswa Balunywa during his tour of the renovation work at the Campus on July 4, 2021.

Jinja Campus is currently under going a face uplift. The on going work include; the construction of a Health Centre, a modern staff room, painting of the administrative block, classrooms, staff room, security office among

others. The Principal said Jinja Campus was provided with funds for renovations to improve the facilities.

He also explained that, it is now a requirement by the Government for institutions to have Isolation Centers where staff and students who get infected with COVID-19 can be given First Aid before

referral to the main hospital for further diagnosis and treatment.

It is for that reason that the School is constructing a Health Centre and a staff room to provide space for the teaching faculty at Campus.

The Principal appreciated the former Campus Administrator Ms. Irene Benham Namutebi who laid a firm foundation on which Jinja Campus is built and called upon the new administration to build on the same.



Which animal personality do I reflect



Mr. Bawa Faizo a staff in the Quality Assurance Unit at MUBS Jinja campus said, as many of his colleagues were busy looking and identifying who the Lion or the snake was immediately after the Customer Care training by Prof. Muhammad Ngoma, the Dean Faculty of Graduate Research and Studies which was organized Online via the

zoom technology on June 14, 2021, he has since then been battling to find out which animal personality he reflects. Mr. Faizo added on that he also came to realize that the best cure of COVID-19 is not going to the hospital but rather being cautious and self care. He also commended the School for such kinds of trainings because they help acquire knowledge. Applause to the Principal Prof. Waswa Balunywa and Prof. Muhammad Ngoma and the MUBS team who have been behind such IMPACTFUL trainings.

Security staff camp at campus



Mr. Apangu Wilson, Mr

O b a c h i Febiano, Mr. Ngobi Sadiki, Mr. Kyazze Swaibu are among the essential staff, who were cleared by the Jinja campus management

to work during the second lock down which was announced on June 8, 2021 by the President in a bid to curb the spread of the deadly Covid-19 disease. The team are among the security personnels who are charged with ensuring the security of the School, staff and their property. The management of

Jinja campus headed by the Acting Director Ms. Veronica Mukyala and the Acting Campus Administrator Ms. Wards Saunders encouraged the staff to follow all the SOPs and above all stay and work from home for the 42 days lockdown.

The In-charge security at the Jinja Campus, Mr. Emapus Cosmas, he advised the security personnel to camp at campus for the whole period of the lockdown. He says, this is was done for the good of the security staff to contract the deadly Virus.

School appoints Ms. Saunders Jinja campus Administrator

The School Management on may 24, 2021, appointed Ms. Warda Saunders, as the Acting Campus Administrator MUBS Jinja Campus, until a substantive Campus Administrator is appointed.

The Campus Administrator oversees the finances and administration of the Campus. In this respect, the Campus Administrator is responsible for the planning, budgeting and development of the Campus.

We trust that Saunders brings her rich experience to Management and will help lift Jinja Campus higher.

She has previously served as an Office Assistant, at MUBS Main Campus, a Lecturer and an Administrator at Jinja Campus.

Born to Mr. Winston Saunders of Kaliro district and Ms. Amina Naigaga of Luuka district, she is the last born in a family of two children. She went to Kasokoso primary school for P.1-P.6 before relocating to Kenya where she completed her P.7 and P.8 at Mtopanga Primary School and awarded KCPE certificate.



She came back to Uganda for her secondary education and attended her O-level at Nakasero Secondary School and obtained a Uganda Certificate Education, (UCE). She later joined Bukoyo S.S for her Advanced Education Level.

In 2006, she joined MUBS as an Office Assistant and after working for a period of two years she enrolled for a Bachelor's degree in Business Computing at MUBS under the School Staff Development Scheme in 2008.

She enrolled for a Master's program in Human Resource at the MUBS Jinja Campus in 2014.

After her graduation, the

School opened an opportunity for Administrative staff who wished to cross to academic and she grabbed the opportunity hence crossing to teaching as well as doing administrative work hence growing her career in both academics and administrative work.

Talking about her plan for the Campus, she will work with the administration of Jinja campus with support from MUBS top management to see the campus out shines in eastern region. "I am here to serve for the interest of our campus. In MUBS, we work as a family to serve and attend to students' interests and our other clients in a professional manner".

She has encouraged the staff at the Jinja campus to work as a team to enable the future of the clients.

"We are in this together, we need each others support to be able to deliver. And when the campus registers growth, we are all winners".

She fondly appreciates her god father who has been supportive in her career and contributing to what she is today.

Improve our immunity



Consistency is what produces results.

4. Manage your weight. Any weight addition beyond your normal BMI puts a strain on the heart, lungs, bones and will even lead to hypertension and diabetes.

5. Do not smoke.

6. Get enough sleep.

7. Do not drink Alcohol and if you do, then drink in moderation.

8. Get vaccinated with all recommended vaccines like Hepatitis B and others.

Lastly, do an annual health check up especially when you are not feeling sick. **DO NOT WAIT TO FEEL SICK!!**

Know your blood pressure. Our blood pressures will go up with age. Actively manage your weight. It's a source of many ailments. All females who are sexually active should get cervical cancer screening once every 3 years and do self breast exams daily. All males above 45 years should get screened for prostate cancer.

Stay healthy and stay safe.

Dr. Guloba Umarashid
MUBS HEALTH SERVICES CENTRE.

Immunity is defined as the body's ability to fight infection.

Immunity is broadly divided into innate or natural immunity and acquired or adaptive immunity. The skin that covers our bodies and the white blood cells help us fight infection and form part of the natural immunity. Acquired immunity comes from vaccination or antibodies made by the body after being exposed to an antigen or infectious agent like a measles virus.

Even with the strongest medications or antibiotics, the body ultimately has to fight the infection for one to heal otherwise, the medications will not help. Just as with Covid-19, those with better immunity will get only a slight flu and cough for a few days and

heal without any medication. This is part of the reason why young people fared better than the elderly and those with chronic diseases like Diabetes which reduce one's immunity. Highest on the list of causes of a low immunity is stress. More than 70% of all diseases are caused by stress and this is how. Stress will lead to the release of stress hormones which have a major side effect of reducing your immunity and thus even the flu that you would have fought off easily, turns into pneumonia leading to hospitalization and worse.

How to improve our immunity

1. Reduce or minimize stress.
2. Eat a diet rich in fruits and vegetables.
3. Exercise regularly.

Jinja City and Njeru Town Lockdown Enforcement and Reality

By Prof. Waswa Balunywa, PhD



In the previous editions, the Principal Prof. Waswa Balunywa has shared solutions to the current COVID-19 challenge. In this edition, Prof. Balunywa shares some of the experiences of the second lock down.

Following the lock down, the people of Jinja City and Njeru town, which by definition are on both sides with the Nile, are suffering from a major problem. These are the same people, brothers and sisters, who work in the same places, eat, and chat.

COVID-19 has separated



Prof. Waswa Balunywa

them! The law enforcers are indeed enforcing the law by following the directive where H.E. The President said there should be no movement

from one district to the other. Jinja town comprises the actual Jinja town; Mafubira, Bugembe, Mbiko, and Njeru area. Lest I am accused of being a Musoga hegemony, they are, however, separate entities on paper.

When the boundaries are set, the physical boundaries divide the town on one side of the Nile and the other. One side of the Nile is in the Busoga region, and the other side of the Nile is in the Buganda region. But the invisible hand that defines things tells you these two places are joined embryonically.

Indeed, Njeru Town is in the Buganda region, and Jinja City is in the Busoga region. However, it is foolhardy to believe that commercially, these are two different places. If you officially suggested they become one, you would unleash unimaginable and unmanageable protests.

The consequence, therefore, is that the law enforcers who are doing their job I must add, are denying people from Njeru, getting into Jinja town and vice versa to conduct their businesses. They are also denying people who work in Jinja town but stay in Njeru from crossing. The law can be unfair. But I learnt that Law is Law even if it is unfavorable. This is unfortunate, but I can't blame them because they are simply enforcing the law.

This is pointing out a problem that we have in other parts of the country. For instance, Kampala, the big component of greater Kampala, is in Wakiso, and another is in Mukono. So, in terms of enforcing inter-district movement, you may artificially prevent people who are in Kampala from getting to Mukono or those in Mukono from getting to Kampala. I gather Masaka City and Masaka district



Njeru town

have similar problems. I think the authorities need to ease the case for the people in Jinja because the people in Njeru town rely on Jinja's industrial area for work. Even in Masaka City to Masaka district.

However, for the Busoga Leaders, take note; Investors are increasingly buying land on the Buganda side of the Nile because, according to them, land in Jinja municipality and the Busoga side has challenges. Most of the land "mbu" has two titles or more. It has been sold so many times. So the investors are increasingly buying into the Buganda side, and in the next 10 years, the Njeru town council may be much

bigger than Jinja. Jinja has no physical space for expansion, with Lake Victoria on one side (South), River Nile on another (West), and Kakira sugarcane on the Eastern side. The Busoga Leaders should take note.

I digress, but it would be in the country's interest that Jinja and Njeru are combined as a city for ease of administration and growth. They can be two towns in one city (Saint Paul, Minnesota). It is a novel idea! I think it will make more sense because these two towns are simply separated by the Nile. Forgive me for starting the unthinkable, but only crazy people change things.

Covid-19 funding lessons from hurricane Sandy



Prof. Vincent Bagire, Deputy Dean Faculty Of Graduate Studies and research



Occupy Sandy, a group of half a dozen veterans, mobilized volunteers to come to the aid of the needy. They headed to devastated communities handing out whatever they had collected. They gathered food items, materials, medical supplies and borrowed trucks.

They used twits, face book posts and social networks. Through these node communities, they threw up digital flags and donations rolled in. In as much dynamism they covered whole sections of affected communities. It came to the extent that even some aid agencies gave supplies to Occupy Sandy. The lessons for management students are intuitive. Occupy Sandy had never done this before, unlike the Agencies who were wedged in decision spirals. They had no infrastructure, hierarchy or tangible resources. However, Occupy Sandy eased life for devastated communities faster than established structures. Decisions were made collaboratively, they functioned dynamically not consistently as in recognized agencies.

Hurricane Sandy was the deadliest, the most destructive, and the strongest hurricane of the 2012 Atlantic hurricane season. The storm inflicted nearly \$70 billion in damage and killed 233 people across eight countries from the Caribbean to Canada, hitting a space of 10 days. The issue here is not the hurricane itself nor the destruction but the direction of response by Authorities and Aid agencies.

I am prompted by news bytes that various government agencies clashed on the implementation of the Shs100,000 relief fund. I have used this case to teach my masters students the concepts of decision making, relational dynamics and node communities.

Handling Covid 19 related decisions requires managerial deftness. It is a pandemic and nothing is in waiting. While society is getting impatient, management scholarship avers that government is right in its decision making for public interest.

The implementation of such relief funding however, required a different dynamic, at the intersection of art and science. That is where logic is stuck. In responding to the ravaging Hurricane Sandy, Authorities set up committees, mobilized aid agencies, civil society and other formal structures. Meetings and consultations were in pace. Decisions on the how and when; who and where were spiral. Meantime affected communities hang in waiting.



Hurricane Sandy damages

They turned churches into distribution centers, volunteers worked, shuttled supplies to those in need, cooked hot meals and planned for shelters. The interaction between peer nodes is a relational dynamic. It reflects a network that moves back and forth in a highly effective mutuality with complex coordination. Peer to peer (P2P) architecture allows for efficient sharing of information. The critical elements in the relationship freely react to situational realities.

There is no individual poising skills and knowledge to the emergence; rather a catalyst enabling interdependency of different people to act as equals while defining processes, plans, strategies and working together towards a common goal. In government's current predicament of how and to whom to distribute relief funds, hierarchies, line management, leadership and experiential wisdom are inputs that society is perceiving as insensitive to needs of the vulnerable. After match time, government needed to eat humble pie and

with deftness redraw the plan. This is an emergency where the much-needed support should not delay in decision ditties. The Authorities should have used node-communities to establish the deserving individuals; use end points to get their contacts and verify at the next level. Markedly, those in need are there; the only difference between them and government money point is the genuine telephone lines to be used.

In simple decision modeling, the constraints are known and can be held subject to each other. Let us start from LCI. The holdout elements are those who live and or work in that jurisdiction. Secondly, their level of need is assessable. The next level should have been building the registry with contact telephone lines, hence halving the key constraint. The final level would be verification of people and contacts, in two spatial dimensions, community and local government. I don't wish to attach possible timelines, but

in an emergency with known government machinery this is a matter of few days. This needed not be a massive roll out, but gradual, consistent and systematic. It is relieving when one communal setting is served and the neighbors assured of their turn. Through node communities and P2P architecture, the relief given would be shared with those in waiting; a reversal pattern would then occur thus sustaining temporal relational support among beneficiaries.

Gaps in the formalities by Authorities bred Occupy Sandy response. A school of thought would see absence of a hierarchy as anarchy; but this enabled Occupy Sandy to serve efficiently to situational realities. P2P architecture is where there is no higher governing authority but a relational dynamic between equals, individual nodes, resulting in a complex thinking and action for a common goal. May our leaders not put themselves into public scrutiny.

Career disruptions and the future of work

“The world is becoming a faster changing and more turbulent place for organizations and the necessity to adapt has never been greater” Jacob Morgan

It is being reported that the Corona virus is the biggest disruptor the world has ever seen for years. Neither the world war nor the great depression, the earthquakes and all those physical disruptions that the world has experienced have been greater. This pandemic has affected factually everybody in one way or the other.

Young and unborn children, the elderly, the youths among others. The Corona virus has killed over 4 million people to date. It has also affected millions worldwide. This disruption has even gone to the workforce. To be able to live, people must work, and work presents itself in different ways. Either as an entrepreneur who starts his or her work or as a paid employee. The work results into the production and delivery of goods and services which are demanded by the world. The world will continue to



Maureen Tweyongyere Director, MUBS Career & Skills Development

demand food and therefore the food industry will remain. However, how food is produced and delivered to the final consumer will continue changing.

The world will continue to demand information and products that will enable people to live well. These are certain. It has changed work patterns forever. It has created remote working with its challenges, removed skills and replaced them. While the Coronavirus has created this big disruption, it has equally created an awareness about the emerging technologies that have been affecting the world. The biggest employers in the world today are retail

companies selling goods and the technology companies.

Manufacturing companies are not the radar of big companies and big employers anymore. Therefore, it is important that we appreciate the future of work and related careers. Of course, Africa in general and Uganda in particular not everybody can work from home because of the limitations of availability not only the equipment, computers and other gadgets but also the networks and affordability of data. As we look at the emerging workspace that we will be interacting with, it must be also seen from the perspective of developed and developing countries. Working from home has its benefits but also presents lots of challenges. We have seen videos of people walking away from meetings, exposing their nakedness.

There are various videos that have come up. Children are also adding challenges to the people who are meeting or being able to undertake a task. These and many more are some of the challenges working from home presents. Will it succeed? I think most experiences show that it is succeeding to a great extent in the developed countries where the family

sizes are small and where they have the facilities; the phones, computers and where internet connectivity is available. In some cases, organizations give data to their employees to enable them work at home. What are the jobs and related careers that are likely to be eaten up? With the emerging technology and automation, we are experiencing today, the creation of robots, drones playing an important role in the production process. In the manufacturing and agriculture sectors, we see robots and drones in the production process and the number of employees have reduced tremendously. However, as robots come in, they create new jobs and new career opportunities.

Jobs which require people to make the robots and to maintain the robots.

We are going to experience job and career shifts. The World Economic Forum estimates the automation rate by 2025 will be 53% human and 47 % machine. There will be less emphasis on physical work. There are various industries that have been disrupted and may take a long time to recover for instance, travel, tour, hotel, restaurants all these have been disrupted. These businesses will have a major problem recovering. Work in those areas may never recover fully. Therefore, people in those careers must find something different to pursue.

The future of work will depend on the available technologies and therefore it is important to study the available technologies to enable us to adapt them. In the education sector, e learning has taken over. Of course, as indicated, in the poor countries where there are no facilities, there is

a challenge, many children have not studied for more than a year in our villages, and they have taken to doing all business.

We are seeing an increasing number of early marriages, unplanned pregnancies because of the disruptions that have happened. Some teachers have abandoned their careers and have started businesses, farming and this is where they see the future. Some teachers may never go back to teach if what they earn from farming and other businesses is much more than what they got while teaching. There is going to be a threat on majority of careers.

As we plan, we must think a lot, where are those jobs that we have been seeing all along, are we studying the right things, will the education system deliver to us the right jobs we need to do. The education system needs to rethink on the type of education they are offering to the young people. The companies that are leading in technology are the ones that are setting the trend on what type of employee we need in the world. The world may never be the same again in many years. We either evolve or we dissolve. We have a choice.



**The MUBS
Career & Skills Development
Centre**

Envisioning your Career!

Creating wealth through investing

What comes to your mind when some says investor? You probably imagine someone with a lot of money. This is not necessarily true. Some people invest all their life savings hoping it will pay out. Some people invest in small bits as it adds up. Investing is committing time, energy and money for a future economic benefit. Keep in mind that no investment is ever certain, you have hope that will pay off. There is always an element of risk. If it has no risk, then you are saving.

How and when should you start investing? Emergency fund, if you have never heard of it, these are savings for an uncertain future. Something may go wrong, lose your job, something expensive in the house breaks maybe get into an accident! This money is used only during emergencies.

Since investing has risk, a chance that you may not get your money back because we cannot predict the future with certainty. There's a certain comfort in knowing you have at least six months'



Ms. Aminah Balunywa, Lecturer Dept. of Finance

worth of living expenses kept somewhere on in a bank account. It helps you take more risk. Remember, the higher the risk, the higher the return. After getting your emergency fund in check (assuming you do not have debt) now it's time for you to start investing.

Do you want passive or active income? The former is one that does not require significant time and energy for you to receive. This can be done through loaning a business money, buying shares in a business, employing other people and putting systems in place so your business

“
Do not just invest in something because your friend is making a lot of money from it. They may not be telling you all the bad things about it. Do market research about the cost of entry, your customers who will help you keep in business and competition”

can run without you. Active income is that which requires significant amount of energy and time for you make it. This is hard to increase because it means increasing your skill set (which is not a bad thing) and putting in more time.

The next step is to seek knowledge, do not just invest in something because your friend is making a lot of money from it. They may not be telling you all the bad things about it. Do market research about the cost of entry, your customers (who will help you keep in business), competition. How much risk is too much for you? How long do you want to keep your money tied up for? Educate yourself so much that you can explain it in your local language. All of this research is to enable you choose what is best for you.

As you pick and choose, remember investing is for the long term, only invest what you are comfortable losing and constantly seek knowledge.

Below are 5 questions to help you assess your risk tolerance. Each is rated by;

1. Strong Agree
2. Agree
3. Neutral

4. Disagree

5. Strongly Disagree

1. Investing is too difficult to understand.
2. I am more comfortable putting my money in a bank account than the stock market.
3. When I think of the word 'risk' the term 'loss' comes to mind.
4. Making money in

stocks and bonds is based on luck.

5. In terms of investing, safety is more important than return.

If you ended up with mainly strongly agree you are risk averse than means you do not like taking risk. If more were on strongly disagree, you are risk seeking. If more neutrals then you are risk neutral, you would rank investments basing on return and not risk

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By Aminah Balungwa

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| MOD 4 | CREATING & PROTECTING WEALTH | JULY 08 2021 |
| MOD 5 | LEVERAGING TECHNOLOGY | JULY 15 2021 |

REGISTRATION LINK: <https://us02web.zoom.us/join/zoom/register/tZwrc-urjosEtHXeqCwblHVTm0SqzMWzE4Z>

Supply chain agility - a requirement in these turbulent times

In this era of the COVID-19 pandemic, with rapid business closures, technology changes and lock-downs in various countries, it is imperative that organizations maintain agile supply chains. Supply chain agility is essentially the ability of organizations to profitably deliver high quality products or services with enhanced value and short lead times. It is the ability to move quickly and easily. It is about how an organization reacts to the fast changing world and unpredictable future to remain in business. Management has had to make momentary decisions, learn more and faster and execute even more quickly than ever before, which has put a lot of stress on their supply chain functionality. Supply chain agility may be structural (based on overall capabilities of the supply chain network and organization) or operational (based on complementary capability delivered by



decision making about scheduling and utilizing supply chains).

Agility of supply chains allows management in organizations to respond faster to unpredictable situations such as the COVID-19 pandemic situation which has affected demand and supply. However, a faster response alone cannot guarantee survival, without consideration for cost,

quality, return on net assets and customer service. To achieve agility, one needs to establish: "How fast can the supply chain respond to demand or supply changes?", 'How much change in demand or supply can the supply chain absorb and within what time period?' and 'How quickly can new products or services be designed, produced and distributed?' However, to achieve supply chain agility with controlled costs, it requires a streamlined, collaborative process facilitated with

appropriate technology. To add to this, there should be effective planning within the organization, team alignment and end-to-end visibility for supply chain agility to occur.

Hamidah Babirye Nsereko, PhD

Assistant Director

**Contracts Management and
Monitoring Office**

Office of the Principal

Catching up with the lock-down



With the pandemic and new normal that we are in, the way I live, think, plan, treat those around me, the attitude towards things had changed and many other things.

Being a 22-year-old final year student. The lock-down has not been so good and has affected me in so many various ways. Just the thought of when the degree will finally get done just breaks me down, living in one place all day causes sickness, no friends around and taught me a lot, to value every moment precious and live like it were the last.

However, the lock-down experience has opened my eyes to see more, my ears to listen more, my mouth to speak right and mind to think more. I have been able to sit down with my siblings to help them understand how

life is in general and how the university life is verses what they think it is.

In this lock-down i am privileged to have poultry at home and am always engaged in rearing some local birds. I am able to detect those that are sick, to know when to feed them, vaccinate, immunize, check the eggs that are being laid soon or later they be ready for sale and consumption.

Being a sports lady, the lock-down is a blessing in disguise. I have able to keep out with my workouts and fitness. I challenge myself with new soccer skills done by the great footballers like Messi, Ronaldo, Neymar, Mbappe etc. I am positive enough that at the end of this period I will be better in soccer than I was when I just returned.

Prayer is another thing that is the order of the day in lockdown. For one to wake up every day still healthy and safe from the dangerous covid-19 is a blessing that I don't take for granted and I thank God every day for my life, family, friends, lecturers, teachers and I do pray for all those who are sick and those who lost their dear ones. It's not easy especially when friends and family lose dear ones and can't be there because of the pandemic so it's only the prayers left to offer.

Generally, as a student, the lock-down has not been good but life comes first and I do encourage my fellow students out there, the MUBS fraternity to continue keeping safe, sanitizing, steaming, wearing the masks so that we live up to the dreams we once and always had.

We are to light up the world and make it a better place but that can only happen when we are live.

STAY SAFE

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