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MUBS NEWS

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MUBS HOSTED THE 1ST UUQAF WORKSHOP

Makerere University Business School on June 31, 2016 hosted the 1st Uganda Universities Quality Assurance Forum (UUQAF) workshop. The forum of 45 members from 6 Universities and 3 degree awarding Institutions, was attended by 37 members and 15 well-wishers. In her opening remarks, Dr. Hajat Amaal Kinene Nsereko a founder member and the Quality Assurance Director at Kampala International University said that the forum helps the different Quality Assurance Directors from different Universities and Institutions share notes and experiences on how they can improve the quality of their institutions of work.

The Deputy Principal, Dr. Moses Muhwezi said in his remarks that quality assurance is vital in the development of institutions. "Success is attributed to quality thus the necessity of Quality Assurance. I would like to congratulate UUQAF for managing to exist for six (6) years despite the challenges met," Dr. Muhwezi. He said that Universities are top institutions in the country thus quality should be embraced to see them succeed efficiently and effectively.

The Director, MUBS Quality Assurance Directorate, Dr. Levi



Participants in a group photo at the MUBS Main Library during the UUQAF workshop.

Kabagambe said that since the establishment of UUQAF six years ago, it has met a number of achievements. These include; UUQAF joining with the East Africa Quality Assurance Network (EAQAN), increased membership, research among others. He said that UUQAF also holds trainings for members which are sponsored by NCHE, IUCEA, DAAD, EAQAN and UVCF.

CHALLENGES FACED BY ENTREPRENEURS IN AFRICA

Prof. Waswa Balunywa was invited by the Africa Business and Entrepreneurship Society in the U.S as keynote speaker for their seventh conference at Syracuse University in New York. MUBS was identified as a Centre for Entrepreneurship studies in Africa and invited to participate. MUBS has been participating in this conference over the years.

During his presentation, Prof. Balunywa dwelt broadly on two things. One, his current thinking that Africa has never experienced the industrial revolution and therefore the concept of business is still foreign to it. The other which raised controversy

was the fact that the developed countries through their policies written and unwritten are a major bottleneck to entrepreneurship, business growth and economic development in Africa. Taking a case of Uganda, 80% of the population lives in rural areas and lives off agriculture, Prof. Balunywa said that the small surplus they make out of subsistence farming is what they use to buy a few industrial products and possibly put their children to school. "Unless this mass has an income through increased production and productivity that will spur off industrialization, they will remain in the primitive economy," said Prof. Balunywa.



Prof. Waswa Balunywa
Principal; MUBS



Prof. Waswa Balunywa and the Norwegian Ambassador to Uganda Susan Eckey with an AIESECer.



Dr. Amaal Kinene, Dr. Moses Muhwezi and Dr. Levi Kabagambe during the UUQAF Workshop.

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

MUBS Vision: "The bench mark for Business and Management Education, research and training in the region"

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Editorial Team

The MUBS Newsletter Editorial Team is responsible for Publishing the Monthly newsletters. The team gathers news and information from all the Faculties, Departments and Units in the School with the aim of providing accountability to the public.



Erina Najjingo

The MUBS Newsletter team plays the role of informing the public of about what is taking place in MUBS. This information helps shape the people's values, beliefs, perception and behavior in various management and business aspects. These aspects include; leadership, entrepreneurship, management, academics, personal behavior among others.



Willy Gilles Okello



Sumaia Namuyingo

The information is obtained through a number of sources. These may include personal interviews with Deans of Faculties, Academic Heads of Departments, Heads of Administrative Units, Representatives of staff Associations, Students' Guild and attending events organized by the School.



Eric Wakanyasi

The Editorial team also checks the accuracy of facts and obtains more detailed information before publishing the information. We also confer with the School Management to ensure that sensitive stories are not breaking any laws. When writing these articles, we add background to the original news story and prepare a piece that fits the length allocated by the editor. We therefore appeal to the MUBS Community to support these monthly publications through providing information and inviting us to your functions.

Sumaia Namuyingo

Asst. News Editor

AIESECers host Norwegian Ambassador at their dinner

MUBS as one of the Institutions that hosts AIESEC, attended the AIESECers' dinner on June 18, 2016. The MUBS team was led by the MUBS Principal, Prof. Waswa Balunywa. The Norwegian Ambassador to Uganda, Ambassador Susan Eckey graced the AIESECers with her presence. Norway is one of the wealthiest countries in the world that has perfected the management of its oil money for the benefit of its present and future populations. Norway is a key player in Uganda's development and it supports various projects in Uganda. MUBS is benefiting from support for PhD programmes.

At the dinner, Mr. Robert Kabushenga, CEO Vision Group spoke to the AIESECers. Mr. Kabushenga has overseen the growth of a government company (New Vision). While it



Prof. Waswa Balunywa and the Norwegian Ambassador to Uganda Susan Eckey with an AIESECer.

opened up to the public to buy shares, the control of the company is still in the government hands. The New Vision has one particular unique Business Model the "Agataliko Nfuufu." When you go out to look at successful organisations, strategy plays a key role. One of the famous brands and possibly very successful products is "Agataliko Nfuufu" news on Bukedde TV. Mr. Kabushenga looked for what people wanted to hear and he gave it to them. Today, a large number of Ugandans, will spend 60 minutes in front of a TV watching and listening to this unique product. What is carried on the news is

what people want to hear.

MUBS staff shine at the CAPA conference



Dr. Laura Orobia presenting at the CAPA Conference in Mombasa

As a member of the Commonwealth of Association and Polytechnics in Africa (CAPA). MUBS staff presented papers at the CAPA Conference that was held in Mombasa. The team from MUBS was led by the Principal, Prof. Waswa Balunywa.

At the conference, Dr. Manu Chandria, one of East Africa's leading entrepreneurs addressed the participants. Dr. Chandria addressed the issue of Africa's

development. He said, Africa had the responsibility for its development and that no foreign inspired solution would solve Africa's problems. He said that Africa must work and not wait for donations. And he further said that one of the hindrances of Africa's development was a vision of people based on religion, tribe and colour. Dr. Chandria who owns a vocational institution said Africa will not develop unless it also put emphasis on the development of vocational institutions.

CAPA brings together technical and vocational universities and institutions in Africa sadly Uganda has no strong presence.

It is only MUBS that participates taking to the group entrepreneurship otherwise it is a crowd with mostly technical and vocational institutions. Uganda aspires to industrialize but does not have the key human resource. This is because joining a Tertiary and Vocational Education and Training (TVET) is a punishment or a reward for failure. It is only those who fail to make in the academic mainstream that go to TVETs. So TVETs admit dropouts as a result very few people want to go there. Secondly the admission requirement into these institutions are similar to those of the universities so why do you go to TVET when you can go to a university. People end up there either because they are government sponsored or because they do not have the money to pay for a university degree. The consequence of this is low the registrations in the TVETs.



Dr. Manu Chandria addressing participants at the CAPA Conference in Mombasa

Staff to make recommendations on the “OMASWA” Report

The MUBS Council agreed on May 20, 2016, that the Omaswa Report should also be availed to all Staff Associations to study and come up with appropriate recommendations thereof for the consideration of Council.

This report comes from the task force headed by Prof. Francis Omaswa and its aim is to re-organise Staff Structure and Financing as well as job evaluation of Makerere University Staff.

It is reported that Makerere University had handed over to government the report of the Taskforce on Job Evaluation, Reorganization of Staff Structure and Financing of Makerere University code named 'The Omaswa Report'. And that the taskforce, headed by Prof. Francis Omaswa, was commissioned by government in 2011 to investigate and recommend lasting solutions to staff grievances at Public Universities.



Prof. Francis Omaswa
Chancellor: Busitema University

The recommendations by staff would be considered in Council to help them give feedback about the report.

Prof. Francis Omaswa, MBChB, MMed, FRCS (Edin), FCS (ECSA), is a Ugandan cardiovascular surgeon, academic and administrator. He is the Chancellor of Busitema University, a public university, one of the 41 licensed universities in the country.

New Affiliation to MUBS

The School Academic Board, Makerere University Business School agreed that Meritorious Biz Tech College be affiliated to MUBS for a period of five (5) years with effect from Academic Year 2016/17. The affiliation indicates that the number of affiliations has increased from fourteen (14) to fifteen (15).

These affiliations are in existence to help extend our education services to the community. The students in these affiliated institutions attain diploma and certificate awards from Makerere University Business School (MUBS). They sit MUBS examinations and study according to the MUBS curriculum.



Dr. Moses Muhwezi
Deputy Principal and
Chairman Academic
Board

The MUBS Retirement Benefits Scheme



Mr. Joseph Mukasa
Chairman: MUBS
Retirements
Benefit Scheme

Effective July 1, 2016, members of the MUBS Retirement Benefits Scheme will be introduced to a 2% contribution to the Scheme according to their basic salary. This decision was arrived at during the

2nd Annual General Meeting of the MUBS Retirement Benefits Scheme.

On June 28, 2011, the President of Uganda assented into law the Uganda Retirement Benefits Regulatory Authority Act 2011.

This law was however received with a lot of speculation, misapprehension and it caused a lot of confusion among the general public.

The Uganda Retirement Benefits Regulatory Authority (URBRA) is a government-owned, semi-autonomous agency responsible for the regulation, licensing, supervision, and control of the retirement sector in Uganda. The authority is also responsible for the formulation of guidelines to allow the liberalization of the retirement sector in the country.

Increment on Registration Fees



Mr. Michael Ruhigwa
Ag. School Bursar

The MUBS Council approved the proposal to increase Registration Fees from UGX 50,000 to 100,000 for students in Privately Affiliated Institutions (PAIs) with effect AY 2016/17. This increment will help improve on the service provision to the Institutions.

Despite the increment in Registration Fees, the rest of the functional fees will remain the same. This increment also applies to the affiliated institutions however, the rest of the fees will be determined by the affiliated institution.

The MUBS School Secretary's Office

Office Profile

The Office of the School Secretary is:

- Charged with the general administration of the School as spelt out in section 33 of the Universities and Other Tertiary Institutions Act, 2001 (as amended).
- Responsible for ensuring there is effective liaison among the decision-making bodies of the School for its effective and efficient operation.
- Provides professional support and guidance to the School Council, standing Council committees, Management and members of staff on matters of governance, policy direction and implementation in line with the School's Strategic Plan.
- Custodian to the official seal of the School.



Mr. Francis Yosa
School Secretary and Secretary to Council

Objectives of the Office of the School Secretary

- To support the attainment of the overall mission and vision of the School;
- To provide administrative support and guidance to the School Council and its Standing Committees in a resourceful, efficient, and meticulous manner to ensure that their operations:
 - Comply with governance best practices;
 - Facilitate the best possible decisions; and
 - Are transparent and understandable.
- To ensure the preservation of corporate memory with respect to the decisions of the School Council and Council Standing Committees;
- To deliver the highest standard of service to clients of the office whilst maintaining the highest level of professionalism and work ethic.

The following units fall under the auspices of the Office of the School Secretary, headed by Mr. Francis Yosa:

- Human Resource Office;
- Corporate and Legal Section;
- Estates and Works Section; and
- Cleaning Section.

The core functions of the Office of the School Secretary

The core functions of the Office of the School Secretary are performed in the context of promoting, ensuring and facilitating the accomplishment of the objectives set out in the School's strategic plan.

Vision

A department that is a benchmark for corporate governance best practice and provision of value-for-money administrative and infrastructural support services for a highly-motivated staff.

Mission

To enable the School's mandate through implementation of best practice in corporate governance and provision of value-for-money administrative and infrastructural support services for a highly-motivated staff.

Offices under the School Secretary's Office

- Corporate and Legal Office
- Human Resource Office
- Cleaning Section
- Estates and Works Section
- MUBS Retirements Benefits Scheme Office

Values

The School Secretary's Department identifies with the School's values as follows:

- A time-conscious Department
- An ICT-driven Department
- Customer-oriented Department
- A professionally-responsive Department
- A Department that facilitates generation of ideas, products and processes.
- A team-driven Department.
- An Ethical Department of Integrity.

Staff in the School Secretary's Office

| No | Name | Designation |
|----|----------------------------|---------------------------------------|
| 1 | Mr. Francis Yosa | School Secretary/Secretary to Council |
| 2 | Mr. Rodney Rusagara | Senior Administrator |
| 3 | Mr. Robert Kibuuka | Administrator |
| 4 | Mr. Kefa Amanjuru | Administrator |
| 5 | Mr. Gordon Ananura | Administrator |
| 6 | Ms. Catherine Nabaloga | In-House Administrator, MUBS RBS |
| 7 | Ms. Annet Mirembe Nambejja | Supervisor |
| 8 | Mr. Ibrahim Ssewankambo | Senior Aide |

The MUBS Entrepreneurship Breakfast Meeting



Prof. Waswa Balunywa
Principal, MUBS

On June 14, 2016, the MUBS Entrepreneurship Centre hosted entrepreneurs to a breakfast meeting. The meeting which was hosted under the theme; **"What will help take your business to the top"** saw fifteen (15) participants gracing it. During the meeting, the Principal Prof. Waswa Balunywa cautioned the young entrepreneurs to be true to themselves. "Provide good customer service, nurture customers and build a relationship with them. Plan your business in terms of strategy and

look at the big picture in the future of your customers. Separate business from family and pay attention to details of your business," said Prof. Balunywa.

The Director, MUBS Entrepreneurship Centre, Ms. Diana Ntamu asked the participants to not mix business with pleasure neither family. She said that many times, businesses fail not because they are not shifting but simple because we let our friends dictate what we should do with our business, spend capital and the would be savings on leisure thus eating up the business to its collapse. "Start your business, make it work, survive, grow and make money," said Ms. Ntamu. One Ms. Catherine Nakitende a participant at the meeting said that some of the things that make businesses fail is poor financial management, lack of clear focus, poor customer care, change in government policies, poor legal proceedings among others.

Graduates Into Employment Programmes (GIEP)



Ms. Diana Ntamu
Director: MUBS
Entrepreneurship Centre

On June 16, 2016, the MUBS Entrepreneurship Centre closed the 19th Graduate Into Employment Programme (GIEP) workshop. The one week workshop was organized and hosted to help train the youth who are fresh graduates on who to sell and conduct themselves in the job market. This workshop was graced by twenty five (25) fresh graduates.

In his remarks, Prof. Waswa Balunywa

appealed to the youth to be confident in what ever they do, present themselves confidently and articulately express themselves to the employers. "It takes ability to express yourself and confidence to get what you want," said Prof. Balunywa. He told the youth to ask where they do not know and be ready to learn. "In the line of work, behavior is more important than the type of work.

Ms. Naomi Adong who passed through GIEP and now working in Orient Bank encouraged the youth to take what they have learnt seriously because they are so relevant. "Have a good attitude, be patient, be willing and interested to learn," said MS. Adong. She related what she learnt years ago under GIEP to her internship and the work she is doing today. The Director Ms. Diana Ntamu, appealed to the youth to raise the MUBS flag once in the job market because they are MUBS Ambassadors.

MUBS Economic Forum holds Breakfast Meeting



Participant expresses himself at the MUBS Economic Forum Breakfast Meeting

The MUBS Economic Forum in partnership with Friedrich Ebert Stiftung (FES) held a breakfast meeting on June 21, 2016 at Sheraton Hotel with policy makers, land owners and leaders concerned with land governance in Uganda. The meeting was intended to communicate the outputs of the 15th Public Forum that was held in May 2016 to policy makers and major land owners. The debate was on land issues and their impact on Uganda's development.

During the meeting, the Manager, MUBS Economic Forum, Mr. Ramathan Ggoobi made a presentation on land governance in Uganda and its impact on the economic development of our country. The meeting was attended by; Buganda Land Board, Bunyoro Kingdom, Acholi Chiefdom, Uganda Law Society, Uganda MDAs in the Lands sector, Members of Parliament and other stakeholders.

MUBS Arua Campus recognizes its Best Performing student

The Department of Business Administration Arua Campus recognized the best performing students in the different classes for academic year 2014/15. These were students who had been on the Vice Chancellor's and Dean's List during the 2014/15 Academic year. They were issued Certificate of Distinctions and Certificate of recognition for excellent performance.

The best students who received recognition during the 11th MUBS Graduation Ceremony



Rashid Taban
Arua Campus: Best Performing Student

from the Campus were overall best students in Diploma for both male and female with Cumulative Grade Point Average (CGPA) of 5.0 each (Mr. John Sanya and Ms. Alice Woro). Mr. Rashid Taban was applauded for his academic stride and emerging as the overall best student in Humanities during the 66th Graduation at Makerere University with a CGPA of 4.91. Mr. Taban was eventually retained as a member of the teaching staff at Arua campus.

Arua Campus Guild 2016/17 sworn in

The MUBS Arua Campus has seen two previously elected Guild Prime Ministers hand over office. The occasion was graced by the members of the Campus Management Committee, staff and students at large. The Director was the chief guest at the ceremony and during his speech, he congratulated the new guild prime minister together with the newly elected GRCs. The Director advised the new student leaders to take leadership as a training opportunity not as a source of earning. He applauded the outgoing Guild leadership for their tremendous achievements during the one year service they rendered to the students.

He thanked the



The News Guild Prime Minister swearing in

outgoing Guild for establishing a Guild canteen, lifting the West Nile Inter Tertiary Institutional games trophy (football) and for effectively representing the students' views while in office. It should be noted that the Campus also received sports kits for football, volleyball and Netball from MUBS main campus within the same year.

Upcountry Campus Directors



Mr. Sonny Nyeko
Director;
MUBS Arua
Campus



Mr. Ayub Kutosi
Director;
MUBS Mbale
Campus



Mr. Bumaali Lubogoyi
Director;
MUBS Jinja
Campus



Mr. Pontius Byarugaba
Director;
MUBS Mbarara Campus

Policy on Staff Transfers from Main to Upcountry Campuses

The School has been growing with time and there are areas where it has used best practices or Adhoc measures to transfer staff both within the MUBS Campus and our satellite campuses. When staff are transferred it is usually intended to serve the following objectives;

- Give staff a wider experience in the organisation.
- Introduce a new staff to a Unit that has a lackluster performance.
- Take a staff with a specific skill to where it is most needed.

- Take away staff from area of conflict.
- Take staff to a place where they may improve their performance through closer supervision.

For the campuses, the above also applies. However the uniqueness of campuses is that there is need to have local staff who will not commute between Kampala and that specific campus. In the recent years, the School recruitment policy has been based on this principle.

MUBS Masjid Noor holds the 1st seminar for Muslims from Institutions of higher learning



Sheikh Muhammad Ali Waiswa
School Imam



MUBS Principal, Prof. Waswa Balunywa at the seminar in MUBS together with Muslims from different Institutions of Higher Learning.

the theme; **"Muslim Professionals and Community Development in Uganda - A Challenge"**, was held on July 1, 2016 at the Ex-Walusansa House.

At the seminar, the Vice Chancellor, Kampala International University, Dr. Muhammad Mpeza cautioned Muslims to conduct themselves according to the teaching of Islam and also be able to deliver services are required by their institutions of work. According to his presentation, Dr. Mpeza highlighted the five key roles of people to society. These include; thinking for oneself and the community, connecting with the community, financial contribution towards oneself and the community, being a role model and lead a good example in the community and also being able to manage your family in a manner that the religion and

the community approve of.

"Have a sense of belonging to your community, engage in community based activities and most importantly, volunteer in good community activities. This will help develop you as an individual as well as the community where you live," said Dr. Mpeza.

In his presentation, Prof. Waswa Balunywa requested Muslims to solve the different conflicts that are amongst them. He said that the increasing killings among the Muslims are because unending conflicts that they have. He said that due to these conflicts, Muslims have become weak thus a soft target for the enemies. "Islam is the fastest growing religion, with a lot of passion and a lot of wealth both in Uganda and in the rest of the world. Due to the brotherhood of the Muslims, conflict is instigated by the enemies of Islam. Because of this, I call upon the youth in Islam to unite and forget the different conflicts because, strength is in numbers. sEmphasis the common things and leave behind the differences," said Prof. Balunywa.

MUBS Muslim Community donates Luzira Women Inmates

On June 30, 2016, the MUBS Muslim Community under MUBS Masjid Noor and the School Imam's Office visited Luzira Women's Prison.

According to the School Imam, Sheikh Muhammed Ali Waiswa, the visit was aimed at providing support to the inmates at Luzira Female Prison during the fasting period. He said that fasting in prison is challenging due to a number of facts. However, Sheikh Waiswa requested the female Muslim Inmates to stay calm, stick to the teachings of Islam, read the Holy Quran and repents to ALLAH so HE will forgive their misdeeds.

"The Holy Month of Ramathan comes once a year, it is the time when we are closest to ALLAH. I hereby request that you utilize it to the maximum. Request for

forgiveness, pray for your freedom both on earth and when you leave the world. The rest of the inmates and the Officers are watching you as Muslims, let you live by example as you serve your term in here," Sheikh Waiswa.

The In-charge Luzira Women Prison, Ms. Stella Nabunya appreciated the kind gesture from the MUBS Muslim Community for having remembered the inmates during the time of Ramathan.

Fasting in prisons is a big challenge because while their second meal of the day may not be as elaborate as those of Muslims on the outside, some of whom break their fasts with huge multicourse feasts, some inmates feed on less that support is needed to be extended to them.

MUBS staff in e-Learning training

MUBS has over the years been implementing effort as part of its strategy to increase access to education and reduce costs. The Africa Development Bank extended funds to government of Uganda to support improvement in high education with emphasis on science and technology. All the 8 public universities including the degree awarding institutions have benefitted from this. MUBS has received a building for computer science and a smaller one for business incubator. ADB has also funded a variety of other programmes including gender mainstreaming, people with disabilities, activates and e-Learning among others.

MUBS e-Learning Centre conducted a five day training at the Jinja Ci'sand hotel. Each academic department in MUBS has an e-learning champion and one other person was nominated to attend the e-Content development training workshop. The training was intense and staff felt they were ready to go but it requires management to ensure that the facilitating conditions are in place. The training was intended to be in three groups of 12 people



MUBS Academic staff during the e-learning training in Jinja

however the groups were combined. The training of the three groups were combined together to be able to get the necessary synergy among those who had some knowledge with those who did not. In the past, the Commonwealth of Learning has supported the MUBS e-Learning programmes. The developing countries have challenges that while the developed world has already adopted the facilitating condition for e-Learning are poor in many developing countries including Uganda.

Not many Ugandans have computers and if they do, internet may not be available. For some even if it is available, they cannot afford it. There is also the electricity challenge. While some people may have the computers, the knowledge and the internet he or she may not have electricity or it may not be stable. In Uganda, access to electricity is limited to 20% of the population. With 80% of the population in rural areas even knowing about computers or e-learning is a major issue. With this in mind, MUBS will proceed with caution on how it will implement its e-learning strategy.



**Ms. Massy Nabasirye
Ag. Human
Resource Manager**

Academic Staff who were promoted

The School Appointments' Board at its 37th sitting upheld the recommendation of Management and promoted the following staff to the position of Senior Lecturer to provide senior leadership in teaching and research at Makerere University Business School.

| No | Name | Position | Department |
|----|-------------------------------|-----------------|------------------------------------|
| 1 | Dr. Mabel Komunda | Senior Lecturer | Marketing & International Business |
| 2 | Ms. Irene Nalukenge Kitagenda | Senior Lecturer | Accounting |
| 3 | Mr. Richard Akisiimire | Senior Lecturer | Mbarara Regional Campus |

Academic Staff Confirmed in School Service

The School Appointments' Board at its 37th sitting upheld the recommendation of Management and approved Confirmation in School Service of the following staff.

| No | Name | Department |
|----|-----------------------------|------------------------------|
| 1 | Mr. Zaid Mpaata | Leadership and Governance |
| 2 | Ms. Sharon Atukunda | Entrepreneurship |
| 3 | Mr. Yusuf Waiswa | Leadership and Governance |
| 4 | Mr. Augustine Matovu | MUBS Regional Campus-Mbarara |
| 5 | Ms. Sumaya M. Kagoya | Business Computing |
| 6 | Ms. Brenda Wejuli | Entrepreneurship |
| 7 | Ms. Shamim Nantumbwe | Business Administration |
| 8 | Mr. Ismael Kato | Business Computing |
| 9 | Mr. Joseph Odiya | Business Administration |
| 10 | Ms. Joy Galaige | Business Computing |
| 11 | Ms. Immaculate Mary Mbabazi | Leisure and Hospitality |
| 12 | Ms. Shakira Nagujja | Business Administration |

Pictorial



MUBS Principal,
Prof. Waswa
Balunywa
addressing
AIESECers during
the AIESEC dinner



MUBS Deputy
Principal, Dr.
Moses Muhwezi
addressing
participants at the
UUGAF workshop



Participants at the Economic Forum Breakfast Meeting



MUBS Principal, Prof. Waswa Balunywa together with Muslims from different Institutions of Higher Learning at the Muslim Seminar.



Best performing students at MUBS Arua Campus after receiving their certificates of Best Performance



AIESECers during the AIESEC dinner

Pictorial



MUBS Academic Staff during the E-Learning Workshop in Jinja



Director; MUBS Quality Assurance Directorate, Dr. Levi Kabagambe (in a tie) with his staff at the UUQAF Workshop



Dr. Muhammad Mpeza addressing Muslims at the Higher Institutions of Learning Muslim Seminar that was held at MUBS on July 1, 2016 at Ex-Walusansa House.



Director; MUBS Quality Assurance Directorate, Dr. Levi Kabagambe (in a tie) with his staff at the UUQAF Workshop



Director, Arua Campus; Mr. Sonny Nyeko and Mr. Dennis Oula during the Guild handover in MUBS Arua Campus



MUBS Academic Staff in a group photo in Jinja during the E-Learning workshop

Department News



Dr. Timothy Esemu
HOD; Marketing and International
Business



Assoc. Prof. Geoffrey Bakunda
Dean: Faculty of Marketing &
International Business



Dr. Milburga Atcero
HOD; Leisure and Hospitality

Preparing students for careers in marketing and international business

By
Dr. Timothy Esemu
Head of Department; Marketing and International Business

The Department of Marketing and International Business at Makerere University Business School is mandated with the responsibility of developing and executing programs and courses in the broad area of Marketing and International Business. Marketing and International Business are broad fields of business that are at the core of supporting the integration of Uganda to the international economic and trading system. Accordingly, the department has an important contribution to make towards human capital development.

Marketing and international business are broad areas of the business profession that are practiced in agriculture, manufacturing, trade and/or services. Marketing as a profession and or occupation requires specialized knowledge and training on how to choose viable markets, analyze and understand how those markets operate and change overtime and, determine the most appropriate way to enter and operate in the chosen markets. Typically marketing professionals are expected to know the kind of markets they work in, how the chosen markets function, where the buyers are, what their needs are, how the company can meet those needs, and how to develop a combination of different tools (marketing mix) to get a product or service and deliver it effectively to the buyers in the chosen markets at a profit. Marketing

careers attract and require creative and self-driven individuals with the ability to match perceptions of the market with achievable plans of action. While marketing and selling are often taken to mean the same thing, it is important to note the difference between the two. Marketing is broad and constitutes an on-going process of market analysis, client prospecting, communication, appealing to potential clients and ensuring that there is repeat business from existing clients. On the other hand, selling is the proactive seeking of prospects, interacting to qualify prospects, acknowledgement of the prospects concerns and closing a sale. Marketing is therefore strategic while selling is tactical and operational.

Meanwhile international business requires competencies and skills in the analysis and determination of the most appropriate ways to undertake business operations in different foreign markets with varying political, economic, socio-cultural and technological conditions. This requires the coordination of human and material resources towards the achievement of the international business goals of the organization as well as the adaptation of management practices and techniques to meet the diverse needs of the foreign markets. International business professionals require foresight on how to critically analyze the international business environment to identify

Preparing students for careers in marketing and international business

By

Dr. Timothy Esemu

Head of Department; Marketing and International Business

business opportunities as well as get a realistic assessment of the risks involved. Prevailing conditions in international markets call for diverse skills in the analysis of complex and unstructured data, assessment of market and business risks, as well as identification and analysis of business opportunities in international markets. In doing so one should be able to demonstrate ability to communicate persuasively, diplomacy and negotiation, networking, awareness of contemporary international issues, cultural diversity and sensitivity, understanding of international politics, and understanding of international trade regulations.

While the necessary competence and skill required for marketing and international business may be acquired through practice over a long period of time, initial background training is essential and can quicken this process. To support this process, MUBS is at the forefront in providing training programs with strong and broad foundation for careers in marketing and international business. In particular, MUBS has developed capacity over the years to design and administer the said programs at three broad levels: diploma, bachelor's degree, and postgraduate degree. These are the Diploma in International Business (DIB), Diploma in Sales and Marketing (DSM), Bachelor of International Business (BIB), Bachelor of Science in Marketing (BSM), Master of International Business (MIB), Masters of Science in Marketing (MSC -MKTG), and will soon re-introduce professional qualification of the Chartered Institute of Marketing (CIM).

Typically professionals in marketing and international business are needed in all spheres of business. All organizations that produce and have to get markets for their products and services practice marketing and employ trained and experienced marketers. For the organizations whose operations span different countries, competencies and skills in international business become important. In today's competitive world markets, the role of marketing is too important to be ignored. Big and small companies or organizations compete for the same market and the most innovative and proactive



Students pursuing marketing paint the Zebra Crossing during the Marketers' Week, and activity of the department

emerge victors. Marketing plays an important role in establishing relationships between customers and organizations' offerings to the market. Marketing is responsible for increase in revenue and profitability in profit led organizations. Marketing is at the center of creating customer loyalty and retention. Marketing is also in-charge of branding and product differentiation giving customers room for choice hence an opportunity for the organization to position itself and compete.

To enable the marketing and international business professionals execute their work in a transparent, fair and professional way, there is need for code of conduct. While there is no national code of conduct for the marketing and international business profession in Uganda, all practitioners especially professionally certified marketers are bound and governed by the Chartered Institute of Marketing (CIM) of the United Kingdom code of conduct. The CIM Code of Professional

Standards emphasizes that members and practitioners should at all times uphold integrity, be fair and professional in their practice, have honesty, avoid disseminating any false or misleading information, keep abreast of current marketing practices and act competently and diligently, avoid conflict of interest, ensure confidentiality of business information, and seek business in a professional

- Diploma in International Business (DIB)
- Diploma in Sales and Marketing (DSM)
- Bachelor of International Business (BIB)
- Bachelor of Science in Marketing (BSM)
- Master of International Business (MIB)
- Masters of Science in Marketing (MSC -MKTG)
- Chartered Institute of Marketing (CIM)

and ethical manner.

The future of marketing and international business is bright and MUBS graduates in these disciplines have a number of career prospects. These include working as accounts managers, brand managers, sales managers, and marketing managers or as marketing consultants in research/consulting firms and or advertising agencies, import/export managers. They can also take up careers in banks, international organizations as well as in government agencies in charge of international tax collections. An enrollment in any MUBS program in marketing and international business is therefore an investment in the future for the professional minded young Ugandans.

Long Service Awards for Financial Year 2014/15

| No | Name | Designation | Department | Years |
|------------------------------------|--------------------------------|--------------------------|---|-------|
| ACADEMIC STAFF | | | | |
| 1 | Ntayi Joseph M (Prof.) | Professor | Faculty of Computing and Management Science | 25 |
| 2 | Moya Musa Bukoma (Assoc. Prof) | Associate Professor/Dean | Faculty of Computing and Management Science | 20 |
| 3 | Kabagabe Byarugaba Jolly | Senior Lecturer/ Head | Human Resource Management | 20 |
| 4 | Kyogabiirwe Bagorogoza Janet | Senior Lecturer | Human Resource Department | 20 |
| 5 | Mabel Birungi | Lecturer | Marketing and International Business | 20 |
| 6 | Byarugaba Mbiito Jotham (Dr) | Lecturer | Marketing & International Business | 15 |
| 7 | Dawa Samuel | Lecturer | Leisure and Hospitality Management | 15 |
| 8 | Kulaaza Mathias | Lecturer | Marketing and International Business | 15 |
| 9 | Onyinyi Benard | Lecturer | Finance | 15 |
| 10 | Kaye Idi Amani | Instructor | Leisure and Hospitality | 15 |
| 11 | Omagor Charles | Senior Lecturer | Marketing and International Business | 10 |
| 12 | Galiwango Kityo Micheal | Lecturer | Business Computing | 10 |
| 13 | Wakaisuka Juliet | Lecturer | Accounting | 10 |
| 14 | Kawere Richard | Lecturer | Leisure and Hospitality Management | 10 |
| 15 | Mulumba Mathias | Lecturer | Leadership and Governance | 10 |
| 16 | Mutesasira Fred | Lecturer | Accounting | 10 |
| 17 | Mutumba Abbey | Lecturer | Business Administration | 10 |
| 18 | Nabaweesi Jenipher | Lecturer | Accounting | 10 |
| 19 | Nalukenge Kitagenda Irene | Lecturer | Accounting | 10 |
| 20 | Sseremba Saul | Lecturer | Finance | 10 |
| 21 | Tukamuhabwa Benjamin | Lecturer | Procurement & Logistics Management | 10 |
| 22 | Atukunda Ronett | Lecturer | Finance | 10 |
| SENIOR ADMINISTRATIVE STAFF | | | | |
| 23 | Begumisa Annie | School Registrar | School Registrar | 20 |
| 24 | Acelai Faith Norah | Deputy Director | School Library | 15 |
| 25 | Oniaun James | Assistant Director | School Bursar's Office | 25 |
| 26 | Bataringaya B.S.K | Administrator | Strategy and Projects | 25 |
| 27 | Nanziya Christine | Administrator | Entrepreneurship | 15 |
| 28 | Kadugara Diaz | Administrator | Marketing & International Business | 15 |
| 29 | Namuli Ruth | Administrative Assistant | Dean of Students' Office | 15 |
| 30 | Tendo James | Administrative Assistant | Library | 15 |
| 31 | Moses Twesigye | Administrative Assistant | Cleaning Section | 15 |
| 32 | Nanyombi Christine | Assistant Director | Human Resource Office | 10 |
| 33 | Odiya Joseph | Assistant Director | Finance | 10 |
| 34 | Ssemusu Lawrence (Msgr. Dr) | Chaplain | St. Charles Lwanga Catholic | 10 |
| 35 | Nakalema Phatumah | Senior Administrator | Accounting | 10 |
| 36 | Kyoyombera Zubeda | Administrator | Internal Audit | 10 |
| 37 | Nabatte Olivia | Administrator | Internal Audit | 10 |
| 38 | Ojolai George Richard | Administrator | Internal Audit | 10 |
| 39 | Nalubega Daphine Susan | Administrative Assistant | Bursar's Office | 10 |
| 40 | Nalweyiso Irene Hellen | Administrative Assistant | Career Guidance | 10 |

Long Service Awards for Financial Year 2014/15

| SUPPORT STAFF | | | | |
|---------------|------------------------------------|-------------------|---------------------------|----|
| 41 | Nakkungu Grace | Office Aide | Cleaning Section | 26 |
| 42 | Bateganya Isa | Groundsman | Estates Department | 20 |
| 43 | Nakitende Robinah | Office Aide | School Secretary's Office | 20 |
| 44 | Kibirige Jotham | Security Guard | Security Section | 20 |
| 45 | Bukenya Annette | Supervisor | Principal's Office | 20 |
| 46 | Ssenyonjo Hannington | Supervisor | Library | 20 |
| 47 | Kibirige Medi | Driver/Supervisor | Estate and Works Section | 15 |
| 48 | Olelema Joseph | Groundsman | Sports | 15 |
| 49 | Aanyu Joyce | Kitchen Aide | Dean of Students' Office | 15 |
| 50 | Naigaga Aida | Kitchen Aide | Dean of Students' Office | 15 |
| 51 | Muliisa Epiphania | Kitchen Aide | Dean of Students' Office | 15 |
| 52 | Kisembo Christopher | Kitchen Aide | Dean of Students' Office | 15 |
| 53 | Mutesi Jalia | Kitchen Aide | Dean of Students' Office | 15 |
| 54 | Nanyonga Justine | Kitchen Aide | Dean of Students' Office | 15 |
| 55 | Ntabaade Susan | Kitchen Aide | Dean of Students' Office | 15 |
| 56 | Okello Nelson | Kitchen Aide | Dean of Students' Office | 15 |
| 57 | Omanyi Charles | Kitchen Aide | Dean of Students' Office | 15 |
| 58 | Kasirye Teddy | Library Assistant | Library | 15 |
| 59 | Kyomugisha Evas | Office Aide | Principal's Office | 15 |
| 60 | Ibanda Beatrice | Office Assistant | Office Assistant | 15 |
| 61 | Tumwine Lawrence | Plumber | Estates and Works Section | 15 |
| 62 | Kifalu Abdul | Sanitary Cleaner | Estates Department | 15 |
| 63 | Sewakirya Henry | Security Guard | Security Section | 15 |
| 64 | Aliano Victoria | Supervisor | Dean of Students' Office | 15 |
| 65 | Atukunda Jackson | Supervisor | School Library | 15 |
| 66 | Kabuusu K. Godfrey | Supervisor | Dean of Students' Office | 15 |
| 67 | Nkata Jafari | Supervisor | Estates and Works Section | 15 |
| 68 | Mirembe Mumbajja Annet | Supervisor | Human Resource Office | 15 |
| 69 | Mpambara Betty Muwanguzi Senkubuge | Supervisor | School Registrar's Office | 15 |
| 70 | Opio Peter | Supervisor | Security Section | 15 |
| 71 | Sibalaba Francis | Supervisor | School Library | 15 |
| 72 | Nalugwa Harriet | Nurse | Health Services Centre | 15 |
| 73 | Nakanwagi Teopista | Supervisor | Exams Unit | 15 |
| 74 | Tebuseke Livingstone | Supervisor | Library | 10 |
| 75 | Bogere Francis | Security Guard | Security Section | 10 |
| 76 | Emoot Michael Osiet | Security Guard | Security Section | 10 |
| 77 | Hussein Farook | Security Guard | Security Section | 10 |
| 78 | Mwandu Juliet | Security Guard | Security Section | 10 |
| 79 | Kalule Kato Hussein | Security Guard | Security Section | 10 |
| 80 | Madoyi Robert | Security Guard | Security Section | 10 |
| 81 | Nakintu Sarah | Security Guard | Security Section | 10 |
| 82 | Ndagire Milly | Security Guard | Security Section | 10 |
| 83 | Nabisere Hajara | Domestic Aide | Principal's Office | 10 |

Meet the composer of the MUBS Anthem



Ms. Betty Mpambara
Senior Supervisor
School Registrar's Office

Ms. Betty Mpambara is a born again Christian, a teacher by profession and a former Academic Registrar of YMCA-Uganda, an institution affiliated to MUBS. She was called by the former Principal in January 1997 to work in the then National Business Education Examinations Council (NBEEC) of the former National college of Business Studies (NCBS) Nakawa before the merger with MUBS.

After merging, Ms. Mpambara worked as a Library Assistant for

eight years, and then later was transferred to the School Registrar's Office in 2005 where she served at the front office for seven years. She was later taken to Block 10 in the Records Section in 2012.

Ms. Mpambara said she had it well in the School Registrar's Office while answering and guiding students, parents, visitors and other stakeholders on issues concerning the School at large and other affiliated institutions and colleges. "The tongue that brings healing is a tree of life" Proverbs 15:4.

Within this period of intensive work in the sensitive departments, Ms. Mpambara was able to study a bachelor's degree at Makerere University in 1999-2004 where she majored in Administration/ Evaluation (BED).

Then a Masters degree in Human Resource Management (Msc.HRM) in Education and graduated in 2011."For God gives wisdom and from his mouth come knowledge and understanding".(Proverb 2:6.)

Ms. Mpambara started as a classroom primary teacher with a grade two Teacher's certificate, her first pupils in primary six to seven among them Dr. Ntayi Joseph Mpeera (Senior Lecturer Department of Computing and Management Science), Mr. Nyenje Hakiim (Lecturer), Ms. Annet Bukenya who works in the Principal's Office. Many of her friends have acquired responsible leadership positions in higher institutions of learning, banks, powerful business men and women, others in parliament, the clergies, Pastors like William Lukwago, others in hospitals. Others have been recognized for excellence at national, regional and global wide.

In the year 2007, Ms. Mpambara initiated the MUBS anthem of three stanzas and they were extracted from the MUBS objectives, missions and values. She got the tunes from sulfas which she was taught in colleges. The anthem was later modified by the School Management Committee and it is being sung and played on every official occasion for example Graduation ceremonies. Ms. Mpambara says that, "With God everything is possible".

The MUBS Women Forum recognized her as one of the seven outstanding women who had demonstrated outstanding performance and unusual dedication to the School. This was during the celebration to mark the International Women's Day on March 8, 2016.

ADVISE

She advises the MUBS community to always work hard in all that they do and wait upon God for excellence in life. One speaker said "In life people do not get what they deserve, but what they fight for".

What they say about Ms. Mpambara



Dr. Annie Begumisa
School Registrar

I have worked with Betty Mpambara from 2006 to date in Transcript Office and she has high level of customer care. She worked at the Front Desk (Reception office) to receive, guide and advise students, clients and visitors on issues concerning the School and affiliated institutions. Betty also handled different activities which she did with dedication and empathy.

She has shown a high level of integrity, dedication and professional capacity in managing University records work.

Betty is a mature humble lady, respectful to her bosses; she is friendly to her workmates, has a sense of leadership and is a God fearing person. She also has a zeal for lifelong learning. Betty is an honest person who apologizes where she is wrong and seeks advice whenever appropriate.

Finally, I have enjoyed working with Betty and still wish to continue with her as a role player in the Department.



Prof. Joseph Ntayi
Senior Lecturer

I met Madam Betty Mpambara in Primary School, when I was young about nine year old. Despite seeing her at the School compound, it was not until 1978, when I started interacting with her as my teacher in primary six and seven. She taught us Geography, History and Christian Religious Education (CRE).

These three papers were later combined by the Ministry of Education to form a new curriculum of Social Studies (SST). Although Madam Betty Mpambara was a no nonsense person, she exhibited a loving and caring character. She was

What they say about Ms. Mpambara

always admired and like by many pupils who came into contact with her, because of her extra abilities of explicating points and answering questions meeting the learning abilities of pupils. I remember primary seven class was divided into two streams (A and B). Betty was so instrumental in enabling me always to be in the best stream A of her Assessment sheet for her subject.

I learnt a lot from Betty in my childhood including a simple principle that success comes from the Lord. God is the source of wisdom. All the valleys, mountains and all riches come from God. Madam Betty Mpambara was very religious with abilities of diffusing this message. I can recall whenever Madam Betty came to class she could say: "Good morning P.7, let us humble ourselves for a prayer." She could pray for our success in P.L.E. UNEB Examinations and could thank God for our parents who pay school fees, then we would say: "AMEN." I thank God for having been taught by her in my childhood, passed very well and later Joined Secondary School education. Madam Betty was so friendly to her pupils, but harsh with poor performers (when pupils score below 50%).

I got surprised meeting Madam Betty again at Makerere University Business School (MUBS) during the merger in 1998 at the 3rd floor of the Main Building when she was working in the then National Business Education Examinations Council (NBEC). I was with my friend, Mr. Nyenje Hakeem (Former Lecturer at MUBS) her former pupil. We reminded her of her past teaching history at Matala Boarding Primary School. She was very excited and happy to meet us again. Since life is interesting and sometimes perplexing, in 1999 MUBS organized a customer service workshop for members of staff Madam Betty, became my student. Madam Betty asked many professional questions during the workshop which were answered to her satisfaction. When I was undertaking my PhD studies, I met Betty at the University, pursuing her Bachelor's Degree in Education. Betty is resourceful, hardworking, resilient, devoted, respectful, a decision maker and God fearing. I wish her a very bright future.

Prof. Joseph Ntayi
Dept. of Procurement and Supply Chain Management

My experience as Council Member at MUBS



Bombeka Bataringaya
Chairperson, MUBSASA

My experience as Council Member at MUBS

I joined the MUBS Council after being elected unopposed by Makerere University Business School Senior Administrative Staff Association (MUBSASA) in April 2015.

The Council is the highest policy making organ the University; as such it deals with final matters that have been worked on by its three Sub-Committees; namely 1)

Appointments Board; 2) Finance, Planning and General purposes; 3) Audit Committee;. 4) Establishment, Administrative Staff Affairs and 5) Students' Affairs. I am a member of 2 and 4. Council also receive a lot of business from the School Management Committee.

The Council then was grappling with the financial challenge that was facing the School- the 25% and 20% cuts from top-up allowances. It was tough period yet a solution had to be found for the UGX 9.1b deficit.

Therefore to benefit from Council, MUBSASA has to channel its issues through the Principal to the Management Committee so as to reach Council for adoption to become a policy if it necessitates.

Soon after settling the issue of not enhancing Non-teaching staff came up. As the School could not enhance them from its own resources, I proposed that we the affected party were going to pursue our own enhancement since we knew the source and equally deserving being university staff.

The Council was pessimistic that our effort may not yield positive results. However, I believe more in trying and failing than failing to try. Despite all the challenges on our way; we may managed to have an audience with HE the President of the Republic of Uganda in Mbale State Lodge on 28-08-2015. He promised to work on the matter and that the following financial year 2016/17 will cater for us.

True to his word, am delighted to report that Non-teaching staff enhancement is provided for in the FY 2016/17 Budget and will be effective July 2016. Also our arrears are expected to be paid in the August 2016 Supplementary Budget.

Generally it has been a good experience being a member of the Council whose term is due to expire in September 2016; as we await the Inauguration of the next Council.

Bombeka Bataringaya
Chairperson, MUBSASA

My experience as a student leader

In each day of our lives, we create a story to tell. A story of success or failure is told at the end of it all. However, what matters most are the lessons we learn from those stories. In this piece, I have decided to tell the story of my student leadership as the Guild Vice President 2015/2016 of Makerere University Business School. How was the seat? Was it interesting? Was it a horror or was it a bed of roses?

Honestly speaking, my journey of leadership had all sorts of twists. When we started vying for Guild Leadership under the umbrella of the Guild Presidency of Bugingo Don Patrick in February 2015, we were never sure of what time had in packaged for us. We met various electorates who yes, put their trust in us and voted us in public office as their student leaders. We were sworn in on Friday, 29th May 2015. This marked the beginning of a whole new life, a public status, oh yes not forgetting the celebrity status that came along. The outgoing twisted and danced around with echoes of jubilation. Their term of office had come to an end and my term in office as Guild Vice President had started.

I had gotten my office. However, although I had a bold face, I held a lot of fear in my heart coupled with optimism in my mind. A lot of students had voted us into power. Many of them with hope that we can change the face of the Guild in their favour. Management equally expected a lot from us and we needed not to decline or halt their expectations in us. How were we going to sustain the students' love and trust without marginalising managements expectations was the question we were always asked.

The Guild is a whole lot of a Directorate in an institution that has structures to be managed and systems to be followed. We were new people in all these structures and systems and we had to run them from scratch. Create a work plan and a budget to run our activities. We were no longer our personal property; we were now public property, accountable to the public for our utterances, actions and our ways of life.

Guild leadership in one way or the other, made me grow psychologically, emotionally and intellectually. In every decision I took, I was conscience of the reactions I would get from the society I was leading. What effect will my decision have on management, on the students' body and my fellow leaders? What is right to be done? In everything I did, I always asked myself those questions. When I had answers to those questions, my decisions were good to go.



Ms. Lillian Nyakuni
Former Guild Vice President

During my term, I learnt that students do not expect big things from you. They simply expect your continuous communication of what is taking place, your continuous presence in their events and activities and your unreserved attention to their pleas and off course your exemplary nature. To them, your availability is what matters most. When I decided to embark on that, my life in leadership was made simpler. You simply, have to attend events not because you want to, but because you ought to. With time, you learn to want to. By so doing, you have got them at your back.

Working with management has been very inspirational to me. They were always by our side in our cause which enabled us have a win-win term of office. The Principal, Prof. Waswa Balunywa was always by our side together with the Deputy Principal and Dean of Students and all the different offices. Not forgetting, the platforms that were presented to me like being a member of the MUBS School Council, was a great mileage in my development in management and leadership. Participating in deliberations concerning policy was amazing and still created an arena to practical exposure of what takes place in boardrooms.

I learnt that to be a good leader, you have to have that one person whose mode of leadership you admire and treasure. This will give direction to your leadership.

My term of leadership created me an empire of mentors who unendingly strived to make me a better person. Dr. Moses Muhwezi has been a great mentor to me in all aspects of life. Looking at his mode of leadership and replicating his mode of leadership in my term of office earned me a lot of respect and legacy. It equally earned me a whole empire of mentees who look up to me and always come to me for consultation, a stride in my life that I will always hold with great gratitude to Dr. Moses Muhwezi. Thank you for inspiring my leadership in MUBS.

However my leadership experience was not a meal on a silver plate. At times the twist was too hard. The students became too hyper in quest for their results and leaving out allowances items, which were delayed. They barely had time to listen to you. I thank God that in those times, together with my team we never gave up. We always kept the students posted on each development in pursuit of their cause and with time, the situation was back to normal, a peaceful MUBS that we all treasure.

Continuation from page 18

Academics at time became so challenging. You had students' issues to attend to and meeting to show up in with management and you equally had to attend class and excel. It is painful to exhibit Leadership Excellence and portray Academic failure in an academic institution. You need both. You are a student as much as you are a leader. I believe with continuous support from my class friends I managed to succeed in both. Friends make you what you are. They either make you a success or choose to brand you a failure.

I will not with gratitude, that a good team makes you a good leader. My Guild Executive was a good time, ready and willing to listen and corporate. It not only created an empire of leaders but an empire of friends always and forever. Of course the Guild President Busingo Don Patrick was a good team player and team maker who without fail loved and trusted us in his prime goal of making MUBS better in his theme " TOGETHER, WE CAN ACHIEVE BETTER." Whenever I hear people appreciate our leadership, smile at us and create way for us because of being good leaders, my heart is at peace, for there is no better reward than a man's appreciation of your work.

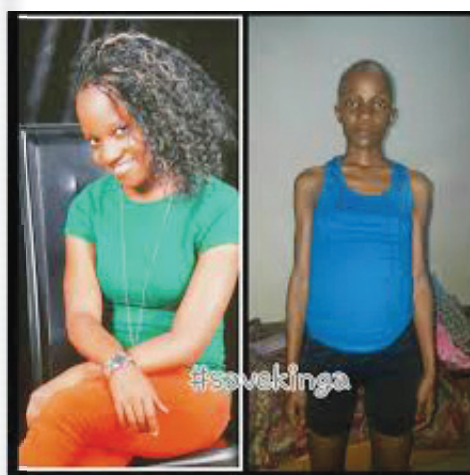
I chose to make my term in office a period to create a personal brand for myself. One that society will always remember me for. I am so grateful that I succeeded in creating that brand that I needed people to know about me.

Finally, my leadership would be nothing without the good will of God who has kept us together and made our plans work out. "When leaders partner with God, God partners with them in their leadership."

I am proud to have served MUBS as their Guild Vice President for the Academic year 2015/2016. May God bless you all and May He continue blessing our mighty institution, MUBS.

I love you all.

MUBS student in need of 22million for cancer operation



Alice Nankinga in her happy days and also as she appears of late.

Alice Nankinga a second year student of Makerere University Business School was diagnosed with tumors in 2015. She is seeking for financial help of 22 million shillings to undergo operation in Nairobi, Kenya.

Despite the pain she is in, Nankinga gathered strength to write to those who care through her facebook wall. Below is her message;

Hallo everyone, my name is Nankinga Alice am 20yrs old. I was 18 when I was diagnosed with an ovarian cyst, I was in so much pain that in 2014 June the doctors decided to remove the cyst. Then from there I kept on getting arcytis in my stomach which the doctors kept on draining for six months. I was then diagnosed with tumors in 2015 ,one in my spleen another in my ovary. I could barely walk or talk nor eat and drink. I was in a lot of pain, I lost weight to 34.5kg . The doctors

decided to remove my spleen and the other tumor, then I had to get chemotherapy treatments. Which I decided to get, I did 4 cycles of the first prescription and the medicine collapsed. The doctors changes the prescription, which also was n't

responding. At this point I was starting to give up on life but kept on praying to God that I will be healed. The doctors then decided to change prescription which also didn't respond. As I was having the chemotherapy more tumors grew, the doctors did all they could at the Cancer Institute but nothing was working. I then went in for another operation in 2016 February, after which I was supposed to try radiotherapy but the machine was down. I was told to try Kenya but the money is a lot. My dear friends, family, brothers and sisters please help me out for treatment is 22million shillings. Any contributions will be appreciated. As I speak or type I have two tumors in my waist causing so much pain. The cancer was diagnosed as MALIGNANT TERATOMA. Please help this poor soul (0704265846/0772429500) for mobile money. Thank you may God bless u.

OBITUARY

MUBS loses a student in fatal accident



MUBS's Doreen Tumusiime Tashobya died in a fatal boda boda accident on June 20, 2016. Tumusiime was a daughter to Entebbe Municipality Member

of parliament Rose Tumusiime Gumisiriza,

The deceased was reportedly heading to her mobile money outlet having graduated from Makerere University Business School in late January when she met her death on a boda boda with Muzinga park along the Entebbe.



Makerere University Business School (MUBS) 21ST ANNUAL INTERNATIONAL MANAGEMENT CONFERENCE (AIMC)

September 12-15, 2016

CALL FOR PAPERS

Theme:

AFRICAN BUSINESS AND DEVELOPMENT IN THE GLOBAL ECONOMY

Hosted by: Makerere University Business School, Kampala – Uganda

Venue: Silver Springs Hotel, Bugolobi – Kampala

Deadline for submission of papers: June 30, 2016

2016 Conference Chair

Dr. Mohammad Ngoma: mngoma@mubs.ac.ug

2016 Deputy Chair

Dr. Vincent Bagire: vbagire@mubs.ac.ug

2016-CONFERENCE FOCUS

The future of Africa lies in meaningful business relationships. As an affirmation, Africa is now a destination of most growth oriented enterprises. Although Africa's growth prospects are bright, they differ not only country by country but also sector by sector. With the improving security and safety of persons and property, Africa's growth is clearly unstoppable. The *2015 African Economic Outlook Report* estimated Africa's GDP to grow at 5% by 2016. However, this level cannot come on a silver platter. Both the academia and practitioners must jointly participate in shaping Africa's business development agenda.

This year's conference on the theme "*African Business and Development in the Global Economy*" will feature competitive paper sessions, plenary presentations, case studies, research-in progress and panel discussions. The primary goal of this conference is to provide a unique international forum to facilitate the exchange of leading-edge ideas for effective advancement of knowledge in African business and development. Submission of papers that address the conference theme, as well as other areas of African business and development, are welcome. Authors may consider any of the tracks listed below, but need not limit their options to these tracks.