



MUBS News

A monthly publication of Makerere University Business School

MUBS Dons Launch a book on “Opportunities and Challenges of the Ugandan Business Environment”



MUBS Principal Prof. Waswa Balunywa receiving the Minister of Trade Industry and Cooperatives Hon. Amelia Kyambadde at the book launch

In its effort to promote research and publication, Makerere University Business School (MUBS) launched a book titled “Opportunities and Challenges of the Ugandan Business Environment”, Investment Climate and Business Environment.

The book was written by Prof Geoffrey Bakunda, the Dean Faculty of Leisure and Hospitality Management, Prof Joseph Ntayi, a Senior Lecturer in the Faculty of Computing and Management Science, and Dr Sunday Khan.

Published by Fountain Publishers the book was launched by the Minister of Trade Industry and Cooperatives Hon Amelia Kyambade on Thursday

February 26, 2015, at Hotel Africana. Hon. Kyambadde commended the School for their continued effort in spearheading business education in the region and contributing towards Government’s agenda of enabling a conducive environment for business and investment.

Sponsored by Trust Africa, a research organization based in Dakar Senegal that addresses challenges facing Africa through research, the book consists of various articles that focus on the investment climate in Uganda. One of the themes addressed is the “investment climate”.

Continued on pg2

MUBS Dons OUT REPORT ON EMPLOYMENT AND TRANSFORMATION IN UGANDA

As MUBS continues to leave its mark on the addition of knowledge, a collaborative effort by; the Ag. Deputy Principal Dr. Moses Muhwezi, Mr. Benard Wabukala, Ms. Joyce Abaliwano, Mr. Ramathan Ggoobi and Mr. Dickson Turyareeba together with their partners Bruce Byiers, Laura Rodríguez Takeuchi and Anna Rosengren has yielded fruits.

The team have published their research findings on “Work in progress: productive employment and transformation in Uganda” The research reveals that, since the 1990s Uganda, a small, landlocked country, has experienced the initial phases of economic transformation, accompanied by important employment progress. The country has seen a significant expansion in the share of wage employment, particularly during the year 2000, with private, non-agricultural wage

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Dr. Komunda and Dr. Nabatanzi recognized for academic excellence



Social entrepreneurs exhibit their product in commemoration of the International Women's day, March 8

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MUBS Launches a book on Opportunities and Challenges of the Ugandan Business Environment

From pg1



The Minister of Trade Industry and Cooperatives Hon. Amelia Kyambadde congratulating MUBS Dons, Prof. Joseph Ntayi and Prof. Geoffrey Bakunda as Prof. Waswa Balunywa and others look on

The authors addressed a variety of issues in the Ugandan economy including financing, labour and policy among others.

The book was reviewed by Prof Maggie Kigozi the former Director of Uganda Investment Authority while Dr. John Ssekamatte Ssebuliba

reviewed its relevance.

The colorful event projected MUBS' progress in research and publication, however the Principal prof. Waswa Balunywa noted that, "It is unfortunate that despite such efforts by MUBS in research and other academic areas, MUBS is grossly underfunded".



Dr. Joram Byarugaba and Assoc. Prof. Nixon Kamuka, at the book launch

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Benefits Of A Bachelor Of Arts In Economics

Personal Development
Understanding microeconomics and macroeconomics helps prepare you for better understanding of how the business and marketplace connect.
Advanced Education
An economics degree also opens the door for advanced education in economics or business.

“The Ideal Uganda” book launched



One and a half decades into the 21st century, the reading and writing culture in Uganda is still where it has always been at the very worst. As a result, he says, the old adage that the graveyard is the richest place on earth is even more vivid here in Uganda”, noted Prof. Venansius Baryamureeba during the launch of his book, “The Ideal Uganda” and one on his biography, on February 26, 2015, at Hotel Africana. Prof. Baryamureeba is the MUBS Council Chairman

Most big organizations always have succession plans”, he noted.

In governance, we equally need succession plans. The difference is that with governance, succession plans must be transparent and when it comes to high profile offices like the presidency, such plans should give the electorate a wide variety of choice.

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During the book launch, Barya emphasized that Uganda Needs Orderly Political Transition. “While the majority of Ugandans have been quite comfortable with the status quo, the issue of succession and orderly political transition is increasingly becoming a worry amongst Ugandans in power and the common man. Most big

difference is that with governance, succession plans must be transparent and when it comes to high profile offices like the presidency, such plans should give the electorate a wide variety of choice.

In countries like Uganda where leadership is not hereditary there is need to put in place institutional structures that can enable succession. Looking at the United States of America (USA) as an example, we can appreciate that in USA serving as either Governor of a State or Senator in the Federal Senate prepares one to serve as President of USA. The Presidential Candidates of The Democratic Party and the Republican Party are normally Governors and/or Senators. The best performing governors and senators interested in the Presidency usually win the presidential party nomination. So in this case past performance is critical in coming up with tested leaders. Speaking at the book launch, the MUBS Principal Prof. Waswa Balunywa, said that Barya is a young professor who is a darling of many young academicians. He noted that in his book Barya not only brought out a topic many people are keen at talking about, but he is said to have been daring. “My feeling is that the ideal Uganda should be about how to change the lives of the millions of the poor”. The challenges we are faced with today in Uganda are those of removing poverty amidst the poor people, Improving education, changing the education structures, availing health services and being able to produce enough food for the millions Ugandans.



MUBS Joint Research ; Work in progress: productive employment and transformation in Uganda

employment experiencing one of the fastest growth rates in Africa. Overall labour productivity has more than doubled from 1990 to 2010.

This study, written in collaboration with ECDPM, aims to explain this progress. Rural households, representing the majority of the population, are still primarily engaged in agriculture but increasingly have been able to diversify activities, access new markets and thereby increase their productivity and incomes, illustrating that economic transformation can start at the household level, with nonfarm enterprises representing an intermediate step on the path to productive formal employment.

“Public investment in health, education and entrepreneurship has also transformed the labour force, with implications for both urban and rural employment outcomes”.

diversification. Public investment in health, education and entrepreneurship has also transformed the labour force, with implications for both urban and rural employment outcomes. Given the current demographic pressures from a rapidly growing, mainly young, educated and increasingly

While progress is partly due to a low post-conflict starting point, policies to promote macroeconomic stability have also been important, helping to increase private investment and export

urban population, achieving broader economic development with more and better employment will require Uganda to sustain and build on its recent progress.

A key challenge for developing countries is to generate more and better employment opportunities, ensuring that all parts of the population are reached. This paper discusses what this means in practice, particularly in the context of economic structural transformation. Looking at the quality, quantity and access to jobs in developing countries, the paper highlights the extent of progress in sectoral labour demand and supply, particularly in relation to structural change. This is examined for a group of Development Progress key countries.

Our analysis shows that movement of workers between sectors has contributed more to growth than rising sectoral productivity. This positive movement is mainly towards the service sector rather than manufacturing. This includes both modern, highly productive employment but also precarious, low-productivity occupations that may fail to provide both workers and the wider economy the benefits usually expected with formal manufacturing. This paper argues that putting employment at the centre of developing-country policy means focusing not only on employment quantity, but also on the importance of quality and access, paying attention to how these are driving structural-change. Finally, we highlight the primacy of politics in determining employment progress, reiterating the need for political solutions alongside technical ones



MUBS Women FORUM coordinate series of events to mark International Women's Day

Makerere University Business School coordinated a series of events in the celebration of the International Women's Day, recognized by the School this year on March 9. International Women's Day celebrates economic, political and social achievements of women past, present and future.

The MUBS Women Forum Initiative, which is designed to provide forums for discussing and encouraging women's leadership, spearheaded the planning of the events. "The events planned for the celebration not only offer a number of professional development opportunities, but also avenues to make a difference in the MUBS community and the local community." The day's speakers included, Dr. Gudula, Ms. Sabrina Kitaka, Ms. Prudence Ukkonika and Ms. Betty Tibaleka.

A number of social women entrepreneurs were recognised for their contributions towards women empowerment and job creation. Among them were Ms. Benedicta Nanyonga a.k. "Maama straws" famous for making products out of used straws and the founder of Kinawataka Women Association.

In her inspirational talk, Benedicta after retiring from bank of Uganda 25 years ago, she jumped unto the opportunity of turning waste into useful and unique products. She collects used straws which converts into



Ms. Victoria Byoma MUBS Council Vice Chairman, sharing with Ms. Betty Tibaleka of the untold story a reality show program on UBC



L-R: Allen in black exhibiting her products, Dr. Meble Komunda sharing her PhD journey, while Dr. Annet Nabatanzi K. Muyimba receiving her plaque, both women were recognized for achieving PhDs

bags, mats, shoes and dresses, and in the process being economically empowered and empowering other women in Kinawataka where her business is located. Benedicta has won many award and frequently participates in MUBS activities inspiring young women and men with what she does.

Two youth female social entrepreneurs Nakitende Catherine and Allen were also recognized for their effort in conserving the environment. Nakitende is committed to improving the environment through finding alternatives to charcoal obtained from deforestation.

She makes briquets from various products including waste materials and peelings. She has empowered other people in her area especially the youth and women to be able to earn a living and also protect the environment.

Allen was another social entrepreneur recognised for turning ugly waste materials into attractive products. She is famous for using the polythene bags, “buveera” to produce shoes, necklaces, bangles, belts, eye rings and bags. Based in Kawempe, Allen is providing an alternative way for impoverished

residents to generate income. Locals can now earn a living through making products from solid plastic and polythene waste material. On a one to one, Allen seemed very passionate about her business, we asked her advise to people who want to succeed in business, and responded as follows,

“Uganda has a very high business acumen, but very low business sustainability. If you want to make it big, you need to plan. Uganda also has a high number of start ups but they all fall through before their second birthday. And this is because ‘We do not forecast and we do not plan’.

The aspect of life and health is very important in women issues, Barbara Kemigisha a youth HIV/ AIDS activist was also recognized for coming out publicly to share her story and in the process saving hundreds of youth’s lives.

Women are raising to the top in the field of academics, MUBS’ female PhD graduates for the year 2014, were also recognized for

hitting the top in their academic career, these included, Dr. Annet K Nabatazi Muyimba, the Dean Faculty of Management, Dr Agnes Nassuna, Assoc. Dean Faculty of Commerce and Dr Mabel Komunda, senior lecturer, department of Marketing.

“Uganda has a very high business acumen, but very low business sustainability. If you want to make it big, you need to plan. Uganda also has a high number of start ups but they all fall through before their second birthday. And this is because ‘We do not forecast, we do not plan’.

Prof. Balunywa challenges MBA Students on their reading culture

While teaching Change Management to MBA class, I put across the importance of receiving and analyzing information in the economic environment. I emphasised the need to understand the characteristics of the economy and its trends. I recommended to the students to watch out for the business news in various newspapers and on TV. I said for senior managers in organizations, the trends in inflation, interest rates, Balance of Payments, economic growth rates are crucial in initiating change or measures to adopt the changing conditions. When I asked who has ever read "the Economist" there were a few hands, who read the business part of the newspapers, somebody asked, which part? It occurred to me then, that the most popular news in all our newspapers is examination results. When results are released, newspapers can spend a whole week talking about schools and the young people who have excelled. The next popular headline, is the music album launch, this also attracts wider readership, and of course on a daily basis "Agataliiko nfuufu" is probably the most popular watched news. In one of my blog posts, I commended from the innovation point of view, "Agataliiko nfuufu" as one of the very unique business models. The challenge to young managers is what do you listen to or read?



Can we create that change we want by listening and watching such news? Definitely not! Agataliiko Nfuufu is one most popular programmes on TV, but how does a business executive faced with a challenge of monitoring the exchange rates when importing or exporting goods use this as an avenue to get information.

MUBS Graduate Laid to Rest

Death has again robbed Makerere University Business School



community of a young beautiful promising soul. Rebecca Nampijja Kakooza, Becky was laid to rest in her ancestral home in Buloba, Mityana Road on March 4, 2015. The bachelor's of Arts in Economics graduate got involved in a fatal accident as she was heading to her place of work, Ad Concepts. She graduated in January. Becky was retained by Ad Concepts after doing her internship. Her friends described her adorable character as Very prayerful, friendly and generous,"

Students demonstrate over death of colleague

Recently MUBS students protested against what they called Kampala Capital City Authority's (KCCA) failure to "avert an accident" that claimed the lives of two students when a taxi veered off the road and rammed into them at one of the university's entrances, at Nakawa Trading Centre.

One of the students was identified as Patrick Kiwala, a first year student offering a bachelors degree in Real Estate Management. The rioting students said KCCA, had failed to heed their requests of constructing a flyover or a zebra-crossing to make it safe and easy when crossing from either side of the already busy eastern route to Kampala.

During the demonstration, several were arrested and others injured.

MUBS Student Scams to liver failure

Viola Namigadde was a third year student doing Bachelor's in Office and Information management at Makerere University Business School Namigadde succumbed to liver failure at Mulago Referral Hospital. Her course mates and friends describe her as a sharp, hardworking, clever, friendly and a social girl.



Basoga Nssete Winners of the MUBS Cultural Gala 2015

Society is identified by its heritage. African societies are defined by a rich cultural heritage. This is a reason why culture should be preserved at all costs. February 27, 2015, the curtains came down at Makerere University Business School Nakawa, with the Basoga students being crowned winners of annual cultural gala 2015. As their saying goes "Abasoga nssente" meaning a type of social insects which work closely together for a common cause, the energetic students proved they were not a joking subject when it comes to their culture,

Although Nkoba zambogo, and banyakole groups worked so hard, one could hardly believe the unique way basoga ardently exhibited their cultural rituals and norms. Clad in their cultural attires, they trekked, fully danced and blew sound drums with their amazing vocals from different angels. Their Spirited performances, woo dance moves and



soothing voices of their ancestral songs filled up the MUBS ground leaving the judges to do nothing else but to hand in the crown to the busoga fraternity.

MUBS students earns hostel fees from deejaying

Shaffic Bbosa a first year student of Bachelor's in Business Administration at Makerere University Business School, is a part-time DJ at Club Galaxy. He also mixes at corporate functions like graduation parties and mostly birthday parties as well as house parties to cater for his accommodation at campus. On a good day, Shaffic makes shs300,000 from a single gig and on a bad day, he bags shs80,000. He cites a challenge of having to chop lectures as he prepares for gigs but adds that he has a group that's somewhat supportive when it comes to discussions. "I maximise discussion groups to grasp what I missed during a lecture," he adds.



MUBS' students scoops Acting Job

Betinah Tianah a second year Human Resource Management student has scooped the acting role in the forth coming season four of The Hostel Series. She will be playing the role of 'Hope' in the comedy-drama series. The catchy series which had taken some good time off air will be back soon. It will feature the adaptation to city life, roommates, friendships & hassles, prostitution, romantic liaisons, jealousy, sexual pursuits, hatred, broken hearts, lovers' joys, academic pressures, college & hostel fees challenges, part-time jobs, independence, ethnic & religious diversity, parental control, career, cross generational sex among others

University students ask for more technical schools

As unemployment rate escalates among the youth university students have demanded for the creation of more vocational technical institutions to create jobs for themselves. The university students who made the call are undergraduates of Makerere University Business School, Makerere, Kyambogo, Uganda Martyrs Nkozi, and Cavendish universities. The students were speaking during a public dialogue on promoting structural transformation for employment creation, improved livelihoods and sustainable development at Makerere University. The public dialogue aimed at raising students' awareness and understanding on the importance of structural transformation for employment creation and sustainable development was organised by Southern and Eastern Africa Trade Information and Negotiations Institute. They called for creation of more vocational schools so as to create employment.

MUBS students in job creation campaign



Using the entrepreneurship knowledge from class, the Bachelor of Entrepreneurship and Small Business Management (BSEBM) are determined to go out and succeed. Edward Otika, a third year student at MUBS shares how they came up with the Events Management business. Starting as a small chips making business in kataza a suburb in Bugolobi where we sub rented a room with our fellow students we bought everything that we could to start the business using the little money we had saved from our up keep.

To succeed in business, you must be in business. This is the driving force that has made OTILAN'S EVENTS reach the heights. About a year ago, starting as a small chips making business in kataza a suburb in Bugolobi where we sub rented a room with our fellow students we bought everything that we could to start the business using the little money

Another motivating factor was the pain and hatred for looking for jobs after graduating as entrepreneurship graduates. We got determined to create jobs for ourselves rather than seeking for the jobs. This has always been the Principal's appeal to all students across programmes.

The business was started by Juliana and Edward operating at a micro level amidst challenges from the landlord who wanted us to pay twice the rent we were paying. This prompted us into a joint venture with Kagwa Patrick Evans with whom we pulled resources and relocated the business to a better place in Mbuya. The new premises provided an opportunity for diversification to making chapatti alongside the chips, as we also provided employment to the Chapatti maker.

The rate at which the business was growing and the profits at the end of every month prompted us to take on the business clinic trainings at the entrepreneurship center, where we were advised to get involved in the day

running of the business for easy monitoring of the business and resources. Thanks to the Centre, this worked magic for us. After lectures we would join the employers and work alongside with them, this started bearing more fruits for us. However, the challenge came during the examination period, where the business was left to the employees who took advantage of the situation and rob from the business, leading to the collapse of the business. These challenges gave us a lot of experiences thus we had a thought of having a system that can run in form of a company even in our absence thus the registration of OTILAN'S EVENTS.

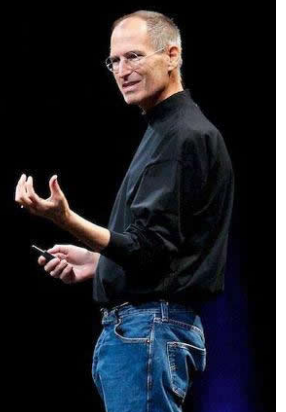
October 2014, we had gone to attend the e-club at FinAfrica where entrepreneurs meet and share the challenges, achievements, experiences that they have gone through in the career as entrepreneurs. The guest speaker Mr. Farid Karama shared his experience and life in



**Edward Otika, Director
OTILAN Events**

"Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma—which is living with the results of other people's thinking. Don't let the noise of others' opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become."

—Steve Jobs



MUBS following up Social entrepreneurs in the country

Recently the MUBS Entrepreneurship Centre visited Robert Okodia one of the social entrepreneurs who were trained last year by Makerere University Business School under the USAID, Mastercard programme supported the Foundation and International Youth Network. He was the only Ugandan among the 25 trainees. Based in Lira District, Okodia has won numerous awards for his work in the district where he is supporting vulnerable people through bee farming. According to Prof. Waswa Balunywa, Social entrepreneurs are entrepreneurs who generate many ideas and use them to start businesses. They make a profit but they have social goals in mind. They use this profit for the benefit of vulnerable people. This is the social goal, they are usually out to support communities to improve their livelihood. Okodia is helping many groups in Lira including schools and women to enable them have an income generating activity. Prof. Balunywa explained that, Social entrepreneurs

don't focus on themselves, they look at others: what is in for others rather than what is in it for themselves.

His selfless work has attracted the interest of many people who work with vulnerable people to improve their lives. He is able to manufacture bee hives with required specifications. I discovered the beauty of bee keeping is something that does not require a lot of effort like when you wake up in the early morning to go and dig or carry bags of sugar in the sun when you are back. If the bee hive is not invaded by pests, you collect about 100,000/= every two months. The benefits of bees are generally tremendous. Bee farming requires a national policy. It is one thing that may contribute to addressing poverty in the country.



MUBS students in job creation campaign

business and left most people including us inspired. This marked the beginning of our relationship with Mr. Karama our special friend and mentor. He helped us a lot in the registration of the company and advising us on the responsibilities of each member depending on our talents, thus creating leadership positions in the company.

Joining Farid Karama's FK youth mentoring network has provided us with a platform of networking with young entrepreneurs has enabled us market and promote our business. OTILANS EVENTS has now established its market both within and outside MUBS which gives us a high hope of more growth and expansion.

We deal in a variety of services like graphics which include, printing business cards, fliers, posters, brochures, printing on shirts, embroidery on shirts, making customized pens, books, key holders and other items as requested by our dear clients.

We therefore urge the students to start businesses when still at campus because it gives them the experience of what it means to be in business that is why we believe

to succeed in business you must be in business. We also encourage them to get mentors so that they can have someone to account to in case of challenges and to share some experiences in the line of business. FK Youth Mentoring Network is the best avenue where they can get mentors to help them actualize their ideas.



Lillian Lanyero, Director

We would also like to send our appreciation to the MUBS Entrepreneurship Center for the trainings and business clinics that we have been attending. This has given us all the exposure we needed to run the business and provoking us to think of becoming entrepreneurs at this young age. Special thanks go to the Public Relations office for giving us an opportunity to share our experience, challenges and achievements with the whole world, we hope this simple journey of our company will inspire the youth and enable them start businesses.

MUBS Leadership Centre Research Activities

The Centre conducts research in Leadership & governance. Small grants are available. You can apply if you have any research in the above area please share it with us. Inquire on our topical controversial quarterly seminars

MUBS- Drake Students exchange programme



MUBS students at Drake University

As part of the exchange programme between Makerere University Business School (MUBS) and Drake University a group of eight (8) MUBS undergraduate students were at Drake for a three weeks study-abroad tour. The students accompanied by their lecturers were in the United States to

learn about the American culture, the educational system and also have lectures in business and entrepreneurship. Reviewing their, the students agreed that this was one of the most important and meaningful collaborations they had seen.

The programmes involved pairing MUBS students with Drake students. They then learn from one another and build intimate relationships that probably if explored can create lasting relationships between countries. This programme is part of MUBS internationalization programmes that enables MUBS to tap into international Professors and exchange students.

The students left for the USA on January 31, 2015, the group was led by the Dean, Faculty of Commerce Dr. Isaac Nkote, and other staff who included Dr. Flavian Zeija, Head of Department Business Law and Mr Fred Lugand, the Director Micro Finance Centre.

We bring you the students' experiences.

Study Abroad Experience

By: Mugaya Reagan K., BTLM III

The Study abroad programs provides opportunities for learning that are critical to the education of Ugandan university students. The feeling of going to Drake University was not only an interesting experience but also a challenging one especially for the first time travellers, as Mugaya Reagan explains his experience.

Food: The American food is basically junk and more of processed. It was quite hard to adapt to their meals given the natural our traditional foods we are used too back home.

Classroom and Lectures: we experienced the start of art lecture halls, comfortable, spacious, the use of technology to lecture, the interactive lectures, services being brought closer to the students, for instance, the printing and photocopying machines were everywhere around the lecture halls and students used their identification cards to access most of the services.

The transport system is very organized and of high class standard. Discipline and proper usage of road signs and symbols, hence making driving easy. Taxis and other public means of transport are so common. Skywalk ways where constructed to reduce the effect of congestion on roads.

Halls of Residence and Accommodation: The halls of residence for the students are classy with Air conditioners, internet and woollen carpets in each room a student occupies,

other recreation facilities like games, mini-restaurants for drinks and eats are located within the halls of residence and usage of all these require only a student's identification card, which is not the case in the hall of residence in Uganda.

Culture: The mid-west of the US is known for its great hospitality to visitors and other residents. These people were good to us regardless of our colour.

Challenges are encountered included,

Communication barrier:

There were a few instances where we used words that meant one thing in British English and another in American English which hindered our communication.

Limited Study Scope: ; We were limited to only specific topics of study and did not get chance to interact with the field of the programmes of our study

Rising finances for Ugandan students:

It was indeed a hustle for us to get the 8% facilitation required of us to travel abroad and this disorganized the arrangement not till we got school loans.

Recommendations: The School administration in charge of the program should develop more study themes relating to the different fields of study to benefit students that enrol for this program

Study Abroad Experience : Lessons learnt

Kalungi Nina, Bachelor of Science in Finance

“My experience in Iowa, USA was enlightening and educative, the interactive lecturing, time management, organisational cleanliness, differences in weather conditions, appreciating other people’s cultures, the way of doing business were among the lessons learned.” said Kalungi Nina, a Bachelor of Science in Finance student, who was part of the team that visited Drake University early this year.

During our visit to Drake, a lot was learned, but the lectures and workshops that caught my attention included, the flourishing of global markets and being part of it is what makes an economy sustainable.

The leadership style exhibited by the Drake management was that of servant leadership. I learnt that being a great leader is through earning, respect for others and being down to earth. The Professors of Drake University brought out the true leadership characteristics.

We had lecturers in marketing strategies by Dr. Natalie Adkins that enabled us have a peek into how the USA economy has been able to market its products and services internationally.

The Resume seminar with Annette Watson, Crystal and Kate, was yet another exciting experience. We were taught how to prepare international and market oriented Curriculum Vitae.

We had an entrepreneurship workshop by Debra Bishop and Tom Swartwood, this was very practical and involving as compared to our lectures. The Mock interviews at Target



Corporation, and a lecture at Des Moines Leadership Institute on qualities of a good leader, leadership brands were very educative. We had friendly match between MUBS students and Drake team.

Our team visited the Iowa state capital and State Historical Museum, we met Governor Branstad who will be the longest serving Governor in America by December 2015. His experience was one to learn from. A visit to Beckly Automotive, an example of small business that has flourished in Des Moines was held.

Lastly, we had a primary visit to an elementary School in Iowa that had the most inquisitive children I have ever met. We made a presentation on leadership attended by some Drake students and Professors that saw most of us improve on our public speaking skills.



CALL FOR APPLICATIONS TO THE GRADUATE PROGRAMMES FOR 2015/2016 ACADEMIC YEAR

The Academic Registrar of Makerere University invites applications for admission to Graduate Programmes for the 2015/2016 Academic Year. Applicants should have obtained at least a first degree or its equivalent from a recognized and chartered university/institution.

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



R-L Prof. Waswa Balunywa, Hon. Amelia Kyambadde, Dr. Maggie Kigozi, Prof. Joseph Ntayi, Prof. Geoffrey Bakunda at the official launch of the book at Hotel Africana



R-L Dr. Jotham Byarugaba and Prof. Nixon Kamukam at the official launch of the book at Hotel Africana



R-L Prof. Baryamureeba, Mr. Kin Kariisa, CEO NBS Television, Ms. Mariam Wagadya, Deputy IGG and Dr. Rose Namara at the official launch of the memoir at Hotel Africana



MUBS Staff at the book launch at Hotel Africana



Some of the entrepreneurs who exhibited their product to mark the International Women's day which was celebrated by MUBS on March, 9, 2015 at the Nakawa campus



MUBS Students painting zebra crossing at the Nakawa trading centre in memory of the two students who were knocked dead by a speeding car

December 2014- January 2015

Staff Appointments

The following Academic Staff were appointed Lecturer in School service as per School policy

No	Name	Designation	Department	Terms of employment	Date
1	Gorettie Nakyeeyune	Lecturer	Accounting	Six months temporary terms	6/01/2015
2	Provia Kesande	Lecturer	Leisure & Hospitality	Six months temporary terms	12/12/2014
3	George Changha	Lecturer	Leisure & Hospitality	Six months temporary terms	12/12/2014
4	Michelle Kiconco	Lecturer	Leisure & Hospitality	Six months temporary terms	12/12/2014



Ms. Massy Nabasirye
Ag. Human Resource
Manager

February 2015:

Academic Staff Appointments

The following Academic Staff were appointed Lecturer in School service in line with their terms and condition of service, and following recommendations by their respective Deans and Heads of Departments as per School policy;

No	Name	Designation	Department	Terms of employment	Date
1	Ismael Kato	Lecturer	Business Computing	Six months temporary terms	14/02/2015
2	Moses Okumu	Lecturer	Finance	Six months temporary terms	09/02/2015
3	Tauba Mariam	Lecturer	Human Resource Management	Six months temporary terms	16/01/2015
4	Yusuf Waiswa	Lecturer	Leadership and Governance	Six months temporary terms	16/02/2015
5	Zaid Mpaata	Lecturer	Leadership and Governance	Six months temporary terms	16/02/2015
6	Tony Wafula	Lecturer	MUBS Regional campus, Jinja	Six months temporary terms	06/02/2015
7	Douglas Senoga	Lecturer	Marketing and International Business	Six months temporary terms	29/01/2015
8	Lovince Akurut	Lecturer	Accounting	Six months temporary terms	
9	Carol Atuzarirwe	Lecturer	Leisure and Hospitality	Six months temporary terms	
10	Bryan Lugemwa	Lecturer	Business Computing	Six months temporary terms	
11	Ritah Naggayi Babirye	Lecturer	HRM	Six months temporary terms	

Progress Of The Proposed Faculty Of Computing (Adb –Hest-V) Project

By Ms. Martha Abeja Ekure, Manager Strategy and projects



Strategy and Projects team: L-R: Rodney Twagarukaho, Bosco Amerit, Martha Abeja, Lorna Kyaligonza, Fredrick Aliganyira and Salim Matende

MUBS is among the pilot Institutions that will place their students through the Uganda Manufacturers Association (UMA). In this, UMA will identify the industries that require trainees & placements and MUBS will provide the student trainees/ Interns for these Institutions.

Makerere University Business School (MUBS) is benefiting from a Grant worth \$ 5.35 million from the African Development Bank (ADB) under the

Higher Education Science & Technology (Phase V). MUBS is among the 8(eight) Public Institutions under degree awarding institutions which will benefit from various projects implemented. The other beneficiary institutions are Kyambogo University, Makerere University, Uganda Management Institute, MUNI University, Busitema University and Gulu University.

The construction of the Faculty of Computing at MUBS was advertised in the papers and the bids are being evaluated. If the selection process is successfully completed, we hope that the ground breaking for the building will be done at the end of April, 2015. MUBS will be the first beneficiary among the 8 beneficiary Institutions to start construction. The building is expected to be completed in a period of one year and it will house among others computer labs, lecture theatres, video conferencing rooms, office space, seminar rooms and students cafeteria.

The project is also training and placing MUBS students

PROPOSED FACULTY OF BUSINESS COMPUTING BUILDING MAKERERE UNIVERSITY BUSINESS SCHOOL- NAKAWA



The artistic impression of the Faculty of Computing and Management Science

Progress Of The Proposed Faculty Of Computing (Adb –Hest-V) Project

onto the Job market. MUBS is among the 2 pilot Institutions that are going to place students through the Uganda Manufacturers Association (UMA). In this, UMA will identify the industries that require trainees & placements and MUBS will provide the student trainees/ Interns for these Institutions. This arrangement will benefit the MUBS students in that when they finish their studies, they get placements. If the students perform well in these trainings, they stand opportunities of being retained for permanent employment. This project component is basically to link the MUBS students to the employment world / arena.

The other component of the project where MUBS is benefitting is the business/ incubation aspect. MUBS is lobbying to set up an incubation centre where our students will be incubated in business aspects.

MUBS is also benefitting from the Scholarship Scheme under ADB HEST V for both the students and Staff. Interviews for the student candidates for scholarships were recently conducted and concluded and in the 1st batch, 6 students are benefitting. In the 2nd Phase, it is hoped that another 32 students will be benefitting. For PhD's, the School will benefit by training on average 10 staff both locally and in the region. If all the project activities

go as planned, MUBS will have some additional teaching and office space, hands on experience for our students and the staff training burden reduced. We hope that the project will go a long way in making MUBS a model Business School in the region.

*Never mistake
knowledge for
wisdom. One helps
you make a living;
the other helps
you make
a life.*

Sandra Carey

Funding Opportunity from Danish Council for Independent

Bosco Amerit, Manager Grants



The Danish Council for Independent Research, in collaboration with COFUND, invites applications for its mobility grants. These aim to facilitate more career paths in Danish research, to increase the mobility in Danish research environments and enable researchers who are in the beginning of their

research careers to carry out research projects based on their own scientific interests, at research institutions in Denmark as well as abroad.

Applicants must have obtained a PhD or equivalent qualifications and be affiliated with a Danish university, which will serve as the applicant's place of employment for the duration of the grant. A researcher already employed at a Danish institution may apply for a project to be carried out abroad, and a researcher

employed abroad may apply for a project to be carried out at a Danish research institution. There are no requirements as to nationality but the applicant may not, within the last three years, have stayed more than 12 months in the country where the project will be carried out. Grants are worth DKK2.5 million over 24 months. The funds may be used for salaries, operating-, travel- and living costs and equipment. Overhead for the employing institution is also included, if the institution is located in Denmark.

For Detail, visit: <http://ufm.dk/en/research-and-innovation/funding-programmes-for-research-and-innovation/calls/2014/danish-council-for-independent-research-call-for-proposals-e2014-and-f2015>, Closing date 29 Apr 15

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St. Charles Lwanga MUBS Catholic Community to construct house for their priests

FEBRUARY 16, 2015 marked the beginning of the construction work of St. Charles Lwanga MUBS community priests' residence .

The ground breaking Ceremony was held on February 8, 2013 led by the Chaplain, Msgr. Dr. Lawrence Ssemusu . The project is estimated to cost Ug. shs. 707,787,627.

Current the Chaplains Msgr. Dr. Lawrence Ssemusu and his assistant Fr. Herman Mukasa Zziwa are residing in different parishes, which is a challenge to the nurture of their work.

The project is being financed by the MUBS catholic community, the alumni, tithe offerings, individual pledges, and the School's contribution of Ug. shs, 20m.

The construction comes in at a time when Chapel celebrated ten years of Full Catholic Chaplaincy in MUBS. The Catholic Community has been in MUBS for more than fifty years but last year they chose to celebrate these ten years explained by Msgr. Ssemusu in his 10th anniversary message,

Ten years ago: on the 15th of March 2004 the School



Msgr. Dr. Lawrence Ssemusu , Fr. Herman Mukasa in green in a group photo at the ground breaking ceremony

allocated us land where our Home is now.

Ten years ago: on 18th of March 2004 Emmanuel Cardinal Wamala broke the ground for our Home.

Ten years ago: on 1st September Fr. Larry, the first substantive Chaplain arrived at MUBS.

Ten years ago: on the 26th of November 2004 the Chaplaincy received "Quasi Parish" status.

MUBS catholic Community marks the beginning of lent

As the norm, lent is always a period in which Christians reflect on their relationship with God through fasting, repenting and prayer. The forty days period starts with an Ash Wednesday.

With the theme "Prayer and Repentance", Christians were to encouraged emulate the life of Jesus Christ. Here is part of Pope's message. "Lent is a time of renewal for the whole Church, for each communities and every believer. Above all it is a "time of grace" (2 Cor 6:2). God does not ask of us anything that he himself has not first given us. "We love because he first has loved us" (1 Jn 4:19). He is not aloof from us. Each one of us has a place in his heart. He knows us by name, he cares for us and he seeks us out whenever we turn away from him. He is interested in each of us; his love does not allow him to be indifferent to what happens to us."

MUBS Community takes career Guidance to Northern Uganda

February 20-24, 2015:

The MUBS Catholic Community carried out a mission in Rubirizi district in Western Uganda.

Among the activities carried out include, visiting various secondary schools to inspire students to make decisions based on their interests, abilities and passion, while considering current and future career opportunities.

They encouraged the students to learn more about the world of work across different industries, and take positive steps to achieve their aspirations.

The group also carried out community work which involved general cleaning of the market places, hospitals and schools.

Beach Soccer League Round Two: MUBS and St. Lawrence make strong Start.

Round Two of the Beach Soccer League got underway on Sunday at Lido Beach Entebbe with Debutants Dalumba FC having a 7-0 routing over Braza Braza FC in the Hurriken Group. Openjo John and New signing Kamya Nicholas each scored hat tricks while defender Kikonyongo Jonathan also a new signing netted the single goal.

St. Lawrence thumped Mutesa I Royal University 9-5. Rwezawula Phillip netted a hat trick and a brace, Kalyowa Emma and Rwamaya Mubarak also got themselves on the score sheet after scoring a hat trick and a single goal respectively. Ssebagala Tony scored twice while Ssegendo Deo scored the single goal. Mean while Kayunga Town Council FC were 5-4 winners over Kampala International University (KIU) while Nkumba Select had a walk over and were granted three points as International University of East Africa (IUEA) failed to appear.

In the monsoon group MUBS proved a better side as they beat Zaba Supermarket 9-5. Lukoya Baker netted four goals while Ocen Dero scored a hat trick while Okello Maxwell and Bugembe Martin each scored one goal to seal MUBS win. Lubowa Ibrahim, Wasswa Martin and Achelo Sulaiman each scored one goal while Mulangila Shafik scored a brace to give Zaba Supermarket five goals.

Bukedekko Ali and Ssazi Kenneth scored hat tricks to give



YMCA a 6-2 victory over Stormers. Kigonya Mathius scored the brace for stormers.

In other monsoon matches Real Galacticos beat Sand Pirates 5-4 while Buwanika beat



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