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MUBS NEWS

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MUBS HAILED FOR KNOWLEDGE DISSEMINATION



MUBS Principal Prof. Waswa Balunywa giving a keynote address at the 12th Annual Entrepreneurship Conference

Prof. Pierre Yourougou from Africa School of Business at Syracuse University in the USA, lauded Makerere University Business School, (MUBS) for disseminating knowledge about topical issues that affect the economic development through conferences.

He was speaking at the opening of the 12th Annual Entrepreneurship Conference organised by the School on November 12, 2015 at the Imperial Royal Hotel, Kampala. MUBS is the 2nd university to collaborate with Syracuse University on entrepreneurship.

Prof. Pierre noted that Africa lacks

governance and quality of institutions. "Entrepreneurship is the key element to boosting economic development. He therefore encouraged policy makers and governments to focus at creating an enabling environment to entrepreneurship to not only prosper but excel. He said there is need to focus at alleviating poverty. Focus at how to get people out of slums and entrepreneurship is the key to solving the challenge and commended the Centre for such a conference that came at the right time.

MUBS dons in PhDs bonanza

Two of Makerere University Business School (MUBS) lecturers have qualified for the award of PhD.

Dr. Susan Watundu is a lecturer in the faculty of Computing and Management Science and Dr. Janatti Kyogabiirwe, a lecturer in the Department of Human Resource Management, Faculty of Management and Public Policy successfully defended their Ph.D research at the University of Dar-es Salaam and Netherlands respectively. MUBS has graduated over twenty (20) staff with PhDs in the past fifteen years. MUBS is the third largest institution in the country (at least in terms of enrolment) after Makerere and Kyambogo universities.

The ICT University Cameroon & Makerere University Business School

December intake 2015

- Masters of Science in Information Technology
- Bachelor of Business Administration (BBA)
- Bachelor of Science in Information Technology (BSc. IT)
- Top up degree in Information Technology
- Top up degree in Business Administration

The programmes are facilitated by MUBS- Mbale campus and the degrees will be awarded by ICT University Cameroon, for more information visit MUBS website:

www.mubs.ac.ug



About MUBS

Makerere University Business School (MUBS) is the leading provider of Business and Management education that facilitates professional development, promote Entrepreneurship and Leadership in the region. The School was established in 1997 to centralize the development and standardization of business and management education in the country.

MUBS provides aspiring people young and old with an opportunity to develop their talents and strength and overcome their fears and weaknesses through different academic and training programmes

MUBS is the place to be

Vision;

The benchmark for business and management education, research and training in the region

Mission

To enable the future of our clients through creation and provision of knowledge

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MAKERERE UNIVERSITY BUSINESS SCHOOL

The MUBS Leadership, Entrepreneurship, Career Guidance, ICT Centres & Students' Guild MUBS

THE 6TH ANNUAL YOUTH CAMP, 2016

THEME: "My Passion, My Future"

Date: January 10th - 15th, 2016

Venue: UGANDA WILD LIFE EDUCATION CENTRE ENTEBEE

Some of the Key Speakers











Who can attend

- Gold Executives and all University students
- All young people with the desire to learn, discover and explore new ideas (17-30 years).
- prefectural bodies of Sec.sch & all interested students
- Senior Six Leavers (vacants)

Fee:

Residents UGX 150,000
(One hundred & fifty thousand shillings only)

International Participants USD 50
(Fifty dollars only)

Modes of payment:
Currency: UGX by cheque or Cash

Account Name: MUBS Leadership Centre
A/C No: 6003524750 Barclays Bank Uganda Ltd
Or USD Account Name: MUBS Leadership Centre
A/C No: 0344025878 Barclays Bank Uganda Ltd.
Swift Code: BARCUGKX

The Youth Camp has the following learning and fun activities:

- Inspirational sharing
- Preparation of Business Plans
- Adventure tours
- Talent shows
- Treasure hunts
- Music, dance and drama competitions
- Networking
- Movie Nights
- Sharing experiences of life and visioning
- Cultural gala night
- Fashion & Design
- A panel discussion
- Sports activities at the beach
- HIV/AIDS awareness

Come to be inspired by the celebrities who are excelling in pursuing their passion




To participate contact us through the following: Director MUBS Leadership Centre: 0414-220 818 / 0703 226 277 Director MUBS Entrepreneurship Centre: 0772 370 067 Godfrey: 0704-474 742 Marcy Melody: 0702487717/0785 147 446
Esther: 0703 945 823 Ronald: 0700-814 583 Liba vine (Joint President MUBS): 0790 464 948 E-mail: leadershipcentre@mubs.ac.ug Facebook: The Mubs Annual Youth Camp http://www.mubs.ac.ug

MUBS Deputy Council Chair person Shines at COMESA Meeting



Ms. Victoria Byoma

MUBS Deputy Council Chair person Ms. Victoria Byoma represented Uganda at the COMESA meeting which was held in Ethiopia on November 24, 2015. Ms. Byoma displayed her high quality leather products at the COMESA Leather products meetings. Founder Executive Director of the COMESA Leather and leather Products Institute Dr Arunga noted that leather is a gold mine for developing countries if they know

how to handle it. It should be noted that Uganda is markedly absent in this sector.

Byoma has passion unrivalled for leather and is an advocate of developing young people in this multi million industry that is largely unknown to Ugandans. she invites those interested to contact her Thank you Mrs Byoma for representing Uganda COMESA Meeting.

Governments should Consider fostering entrepreneurship: Prof. Balunywa

MUBS Principal Prof Waswa Balunywa has called upon governments to look at fostering entrepreneurship because the world is growing very fast. "Why has Africa lagged behind and what is causing this problem. We need to focus on innovation which depends on knowledge and science", he noted. He said entrepreneurship cannot be left for the people in rural areas because most of those people do not have exposure therefore there is no major breakthrough in the villages. He made the remarks while officiating at the MUBS 12th Annual Entrepreneurship Conference.

He also emphasized that its entrepreneurship which is going to create growth in our country. That is why the conference is focusing on slums as the biggest population lives in slums. "Thus, it's believed that its entrepreneurship which is going to create change in slums", he said. He said Africa is facing a challenge of various areas becoming slums. Slums develop as a result of development. In developed countries people move from Agriculture to towns to get jobs and various countries have been able to provide decent housing facilities. However in Uganda slums are growing without plans so wealthy people stay in decent places as they secure those in slums from accessing their places. The lesson to learn from developed countries there are no gates and perimeter fences because the slums are



managed.

He said slums should be managed because they are associated with promoting HIV/ AIDS, unwanted pregnancies, drug and alcohol abuse. Balunywa recommended that entrepreneurship, good leadership and planning with Government will help mitigate the challenge arising from slums. "African leaders must stop corruption and foster management of slums" he emphasized. He said entrepreneurship will create employment and increase peoples' incomes hence reducing poverty. Africa should develop a culture of doing business. Africans doing business should focus at being honest and trustworthy in their business.

Entrepreneurship Conference high lights

MUBS Council Chairman Commends the School

Prof. Venancious Baryamureeba the Chairman MUBS commended the for a continuous avenue of interaction annually which is a good culture. He encouraged people to share experience especially with the youth since they are the future leaders of the country. He thanked participants both international and local for their commitment towards attending MUBS' conferences.



Prof. Baryamureeba

Magret Nanyondo a single mother from SIDA International Program, she testified on her entrepreneurial activities.

She got equipped with banking skills from SIDA International. With capital of ten thousand shillings, she started her own business of baking which has greatly improved her life. She acquired other skills like starting business with little capital, training others in the community and now she trains other community members in baking, presentation skills, making liquid soap. She learnt training others how to make their money other than depending on others.



Ms. Nanyondo



Rehma Kasule

Rehma Kasule of SIDA International focuses at empowering young men and women (single mothers) and their approach to work is that everyone has the power to design the future they want. She noted that everything is possible, background does not shape the destiny. She is currently studying a model with US habitat for youth development and develop a prototype on how to empower the youth. The 5D – cycle model involves;

- Discover who you are,
- Dream about what you want
- Design ways and goals of achieving that
- Develop key skills, character and habits that will lead to rewarding
- Destiny

She equips the youth with vocational skills and she encourages them to save so that they learn keeping for the future. She encouraged governments to focus on entrepreneurship since it boosts economic development. She noted that Youth in slums face economic hardships and entrepreneurship is believed to mitigate the challenge.



Prof. Franco

Prof. Pedro Franco, from Universidad del Pacifico Lima, Peru, is Professor of the Department of Accounting and a member of the Research Center of this University.

He noted that there is need for the young people to have a plan and a goal to achieve in life. Prof. Pedro further noted that if women are empowered they can change the world.

He said Poverty is everywhere and it's a threat worldwide therefore, an entrepreneur needs to understand in reality the terms and type of business and build ability to do that particular business. "Life needs to be planned and if one has a goal he must work hard to achieve their goals. There is need to empower the world", he emphasized.

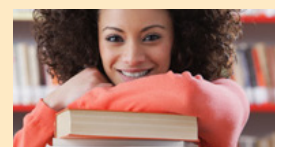
He said Uganda is facing various challenges; poverty, prostitution, violence unemployment, high drop outs in schools, corporal punishments, literacy lack of infrastructure, lack of training for professors also poses a big challenge to the country and hinders entrepreneurship.

He challenged Governments to empower people with knowledge and especially women and they will make a big change.

MAKERERE UNIVERSITY BUSINESS SCHOOL : Post Graduate Programmes

1. Doctor of Philosophy (By Research only)
2. Master of Business Administration (Evening)
3. MSc. in Accounting and Finance
4. MSc. in Marketing
5. Master of Human Resource Management
6. MSc. in Procurement & Supply Chain Management
7. MSc. in Leadership and Governance

8. MSc. in Entrepreneurship
9. M.A. in Economic Policy Management
10. Master of International Business
11. Master of Hospitality and Tourism Management
11. Master of Business Administration (Modular)
12. MSc. in Banking & Investment Management
13. Master of Business Psychology



Entrepreneurship Conference high lights



Ms. Kemigisa

Barbara Kemigisa an HIV activist inspired many people at the 12th Annual Entrepreneurship conference by her openness about her story and the fact that she didn't want others to contact AIDS unknowingly.

The Entrepreneurship Conference focused on entrepreneurship in slums. Rejected by her parents and sexually abused by her relatives from the age of 6, Barbara contracted HIV/AIDS. Barbara is a social

activist encouraging people to speak out so that they could stop the spread of HIV/AIDS.

She has worked with various people in slums and having been on the street herself, she understands what it is not only to be poor but also to be rejected by your family. She has been accepted back by her family and got married on November 28th, 2015, to an HIV negative person.

Barbara emphasized that HIV/AIDS should stop with her. The conference got surprised by her statement especially that she was getting married. However, Barbara said she contracted AIDS when she didn't know. That should stop with her but that doesn't mean that she cannot get married. "Today it's possible for those with HIV/AIDS to marry those without and live without challenges", she added.

Kisirisu Muhammed of Action for Fundamental Change and Development: AFFCAD and Manager Bwaise Development Centre, commended MUBS for inviting them to share their entrepreneurship ideas to the public. Kisirisu who engaged in entrepreneurship to get school fees, said

"People in slum are creative and innovative, the challenging nature of slums makes them enterprising to earn a living".

He said they formed the Bwaise Youth empowerment Centre in 2009, to transform the lives of youth in slums to empower them with vocational skills and equip them with skills in financial literacy and entrepreneurship and ICT skills.

They use the model learn earn and save to encourage the youth to save through the youth saving scheme. He said their entrepreneurship is focused on how they will earn. They make various items like crafts, note books, and bags, baking, tailoring, photography. They encouraged participants to support entrepreneurship and buy entrepreneurs' products. They believe entrepreneurship is about having something to sell.



Mr. Kisirisu



Eng. Mulamula

Engineer George Mulamula CEO DTBi Dar es Salaam, Tanzania

He said Entrepreneurship in slums is for survival yet it should be a passion. People in marginalized areas or slums need to be empowered to do entrepreneurship. He also

suggested making alliances with companies in the country to boost entrepreneurship and an incubator for entrepreneurship.

He also noted that one of the objectives of establishing the DTBi was to link it to the private sector so that the latter could provide support to the incubates to develop solutions that can help the community. "So far, we have young entrepreneurs working to create jobs and solve community problems in agriculture, transport, land issues, parliament matters, social networking, education and exam results," he added, "Our role is to scale them up so as to have great impact



Participants of the 12th Annual Entrepreneurship conference

The 12th MUBS Annual Entrepreneurship conference highlighted the challenges the country faces in growing slums around towns. This was attributed to lack of planning by central and local government, the land system in the country and corruption among those who deal with land allocation.

The conference focused on the role of entrepreneurship in improving the welfare of the poor people in slums. Slums are a result of development of a country. As a country grows, it results into urbanization. People move from rural areas to urban areas. When they move and there is no mechanism to settle the people from the rural areas properly, it results into poor people settling in places where there is no proper housing. This results into a growing poor community

Unplanned urbanization results into unwanted social behaviors including alcoholism, drug abuse, unwanted pregnancies, contraction of HIV/AIDS and other diseases. The conference agreed that Entrepreneurship was a key to improving the lives of people on slums.

MUBS- CBS Collaboration

MUBS has a collaboration with the Copenhagen Business School (CBS) in Denmark as part of its internationalization programme. In March every year MUBS receives twenty (20) students from CBS who stay for three (3) weeks researching into the country's entrepreneurship system. In November this year, a group of CBS Executive MBA students visited MUBS for a week. The group resided at Humura hotel where the sessions took place. They spent a day with the MUBS Executive MBA students and also received various facilitators from both MUBS and the partitioning community.



CBS Executive MBA students

The group was welcomed by the Principal prof. Waswa Balunywa to the country and gave them a brief overview of the Uganda's economy. He explained to them how entrepreneurship has grown in the country and the bottlenecks the economy has. Infrastructure, the huge population and corruption are cited invariably as some

of the bottlenecks to Uganda's economic performance. Of course this is besides the low productivity, the poor work culture and attitudes, the poor quality products and our inability to export. The programme is arranged by Prof. Soeren who is a visiting Professor at MUBS.

MUBS Leadership Centre Partnership with the Society for International development



The SID team was led Ali Hesi.

The MUBS Leadership Centre hosted the Society for International development (SID) while launching the book entitled "Youth and Public Policy in Uganda. SID is a Washington

Balunywa brought out to the young people the challenge they have not only in Uganda but Africa in general. Uganda's growing population consists of mainly of young people. It is believed that more than 70% of the population are below 30 years of age and those below 18 years old are possibly over 15%.

Unfortunately, these people do not contribute to the productive capacity of the country. This means that a small number of people are feeding this huge acting population. He advised the young people that it is their responsibility to take the initiative to work and that government can only provide an enabling atmosphere. He further advised them to assert themselves in seeking solutions to the challenges that they face.

"You should be able to participate in policy formulation and evolve policies that will benefit you," he advised. While there are structures to get youth involved in various policy making organs including Parliament, they are not being effective in performing the tasks they are charged with. He urged them to put pressure on government to change the country's educational system to have vocational education to benefit everybody in school, at the moment people join vocational institutions only when they have failed to join the mainstream academic systems. Those that drop out of P7, S4 and S6 are the ones who go to join vocational institutions. He also urged them to have an understanding of global policy so that they are able to produce an export to international markets which are the only sources of sustainable growth.

"Uganda's growing population consists of mainly of young people. It is believed that more than 70% of the population are below 30 years of age and those below 18 years old are possibly over 15% .

founded international network of individuals and organisations who come together to exchange information and experience among developing professionals. Through their research and dialogue, they have been contributing to shaping of public policy around the globe.

SID has been conducting research about youth in Uganda trying to identify how the country can manage youth bulge. The research was intended to contribute to improvement of existing policies that deal with young people in Uganda. Seven (7) researchers were engaged in Uganda to undertake a field work.

Presiding over the launch, the Principal Prof. Waswa

MUBS Principal Attends COMESA Meeting in Ethiopia

The MUBS Principal Prof. Waswa Balunywa recently attended the COMESA Leather products meetings in Addis -Ababba, Ethiopia. The meeting took place on November 25 2015.

Sharing his experience in Ethiopia, Prof. Balunywa has noted that "one of the things that you see in Ethiopia is that there is development everywhere. In fact, I used to think that Uganda was growing however it is quite clear when you get into Addis and go out of Addis that the development is real."

Uganda used to be the role model for economic growth in the 1990s. That is no longer the case. Uganda lost its growth capacity. It is now an average performer at 5% per year. While this is still good, it is not good enough to get people out of poverty. It is true that while those living below the poverty line of USD 1 has reduced to less than 20%, those living on USD2 per day are approximately 80%. This means that poverty is still a major challenge in the country.

Uganda has wonderful economic places in place, it has excellent institutions in place unfortunately they do not transform into the required growth numbers in the economy. Micro economic policy has been excellent over the years, the country has recorded growth in services but has failed to create growth in agriculture



Founder Executive Director of the COMESA Leather and leather Products Institute Dr Arunga

which is crucial for the required transformation and possibly reproduction in the numbers on those living on the USD2 per day.

One of the reasons Uganda has not been developing is the high economic growth. Uganda is not realizing the population dividend that is often talked about. As the population increases without a high growth in the economy, poverty increases. The other factors are corruption, low savings, low incomes and probably most important, low productivity and lack of technological breakthroughs that emerge out of research and development of science. *Continued on pg 16*

Prof. Balunywa Officiates at BMS Conference in India

November 16, 2015 the MUBS Principal Prof. Waswa Balunywa was in India as Chief Guest at an international conference at the BMS Engineering College, Bangalore, he shares his experience. BMS is one of the leading private colleges in India with over 5000 students in different degree programmes.

The College was founded in 1946 by BM Sreenivasiah as one of the first private sector technical colleges in India. It has the largest number of engineering students in Karnataka, one of the states in Southern India. The College has numerous undergraduate degrees in Engineering along with Masters degrees. The MBA is the only non-engineering course at the College. It ranks among the first 14 colleges of engineering in India. India has a population of over 1.2 billion people coming after China which is the country with the largest population in the world. It is now reported to be one of the fastest growing countries in the world.

As a British colony, India's education system is modelled largely on the British system and similar

to many Common Wealth countries. India is known as the largest democracy in the world. While her neighbouring countries like Pakistan, Bangladesh and Sri Lanka have had civil wars and military governments, India has enjoyed its unique democracy since its independence from Britain in 1948.

This was the fourth international conference held by the College. The conference focused on business eco systems. The conference was a mixture of academic and non-academic papers and focused on the changing business eco systems in the world.

India a country with diverse conditions and opportunities has become one of the leading IT countries globally and Bangalore city is referred to as India's Silicon Valley. India is powering the world's hi-tech industries and educational institutions. With over a billion people, India can only be one of the leading countries globally and indeed it is. However, its economic policies and social cultural systems continue to hold it back.

Research Papers presented at the 12th Annual Entrepreneurship Conference 2015

Topic: Promoting entrepreneurs in Uganda: Insights for policy.

Sarah Kyejjusa

The paper was done based on GEM which is a consortium of many countries and Uganda has been participating since 2003. Random sampling was used to collect data. Findings showed that 36% of men were entrepreneurs compared to 35% women. This implied that entrepreneurship is not dependent on gender but change of attitude and having the right idea. Further 38% of young women (18-35 years) are involved in business compared to 36% adults. Most of these businesses are hotels and restaurants. However, the study revealed that these businesses die faster due to lack of profitability and capital to fund the business.

**Recommendations**

- Find markets for new products
- Urgent attention towards facilitating access to finance
- Provide support to opportunity driven enterprises
- Education should emphasize business as a career
- Public policy should encourage both men and women to create and run businesses.

Topic: The Impact of EAC regional integration on Women in Informal Cross border Trade

Ms Rebecca Namatovu

The study was conducted in Busia because it's across boarder town and a slum. The main activities in Busia are exports 54% and imports 42%.



Formal crossing of the boarder is associated with waiting time, no charge for goods up to USD, 2000, better treatment by officials. While informal crossing is expensive (bribes), Risk of Theft, Risks of violence, Risk of arrest and confiscation. However, 95% of the women do not know about the Simplified Trade Regime (STR).

The findings reveal that increased information on the EAC protocols and trade regimes increased compliance and the provision of basic financial management tips improved business growth and practices. However, it reveals that there are several other social and cultural issues influencing the ICBT practices.

Therefore there is need to provide information on Simplified Trade Regime and procedures of using the official route.

Topic: Human Capital, Social Capital And Entrepreneurial Intentions Of Students: A Case Of Mulago School Of Nursing And Midwifery

Phionah Aikiriza Lecturer Department of Entrepreneurship



Human capital- Knowledge an individual possesses in terms of skills, experience and abilities, motivation and tasks (Huselid and Becker 2000). Social capital – Benefits accumulated from being in a social network (Adler and Kwon, 2002). Entrepreneurial intentions-The ability to exert effort and willingness in order to accomplish the task of starting a new venture. (Ajzens, 1991). SN –Provide information, influence, references, sponsorship and attainment of needed resources and HC- Builds self efficacy, overcoming perceived barriers necessary for startup of anew venture. According to Delanoe (2011) Social capital and Human capital are important aspects to

understand entrepreneurial intention .

Nurses and midwives in Uganda have all it takes to start their own business yet many of them have not taken up the opportunity and are still thinking of being employed. According to Human Resources for Health Report (2005), only 17.5% of Nurses and Midwives in Uganda are self-employed. This means that over 80% of the Nurses and Midwives cannot be counted on for self employment. Nurses and midwives that have been trained have all it takes to start their businesses but a few have emerged and this could be attributed to inadequate human capital and social capital.

The purpose of this study is to examine the relationship between Human Capital, Social Capital and Entrepreneurial Intentions among Nursing and Midwifery students at Mulago.

Research Papers presented at the 12th Annual Entrepreneurship Conference 2015

Topic: Overcoming challenges of accessing finance by kinawataka slum dwellers

Dr. Laura N. Orobia & Julian Amanyaa.

Uganda has witnessed an increasing incidence of slum development, a phenomenon believed to be caused by rural-urban migration and it's due to push and pull theory of migration. The theory states that deprived or deteriorating conditions in migrants places of origin and attractive opportunities in their destination are the main triggers of migration. The study focused on Kinawataka slum located in Nakawa Division with a population of 80.000 and 4.000 households characterized by poor living conditions where in each household there is a minimum of five people.

The slum dwellers contribute a lot to the community in terms of informal labour, urban services like music, production, local and export markets. These people are very creative and most musicians in Uganda originate from the slum areas. Business has a variety of services like general shops (681), food/ restaurant (369), clothing (206), auto repair or garage

There are a number of sources of finance available to slum entrepreneurs and these include;

- Internal finance (personal savings, sales proceeds)

- Social networks (suppliers, family, friends)
- Debt (banks, money lenders, SACCOs, Village Saving Loan Association and Rotating Saving Association)

Despite the available sources, how to access finance remains a big challenge because; they do not have collateral, high cost of borrowing, Unstable sales, Inhuman default recovery procedures and lack of trust among group members. These challenges can be solved by; Basing on the pecking order theory which states that utilize what you have before going for external sources (internal financing, rotating Sacco Associations). Social theory (partnerships/social networks) because the pecking theory alone is not adequate

The way forward to overcoming challenges of accessing finance to slum dwellers; To the Business Community- focus at personal initiative, Join beneficial groups, Social networks, Crowd funding (call for funding via internet) and Financial institutions- develop a model that links saving groups to formal financial services, build more public private partnership with government or donors, offer loan guarantee, expand financial literacy, invest in further research.

**Topic: Developing entrepreneurial capacities of young Slum Dwellers through mobile phone usage**

Shakira Nagujja



Among 32.9 million people in Uganda (UBOS, 2011), over 10 million are mobile phone subscribers (Mugabe, 2009). Mobile phones are used as, mobile directory, Storage device, Information transfer, Audio recorder, Radio, Mobile banking and Mobile

transfer

Youth in Uganda cover 83% of the population however most of are unemployed which is associated with many social ills (prostitution, theft, drug abuse, alcoholism, unwanted pregnancies). Unemployment is more among the female youth. In an effort to compliment government efforts, the mobile phone is seen to curb the unemployment problem

The study was based on literature review considering Unified Theory of Acceptance and Use of Technology (Venkatesh et al., 2003) which focuses on ;Performance

Expectancy (usefulness), Effort Expectancy (ease of use), Social Influence, Facilitating Conditions

Entrepreneurship Event Model SEE (Shapero and Sokol, 1982) which focuses on Propensity to Act, Perceived Desirability, Perceived Feasibility

Methodology

The study revealed that the phone reduced the distance between the women and their clients and women have found the phone useful for saving. Some women attributed their ownership of the phone to their customers and they use the phone in business because it was a privilege. Majority of the respondents said the phone was affordable and the availability of lower call rates prompted them to use it in business

However, women found the phone difficult to learn and they find it hard to use the phone majorly because of the language

The mobile phone has eased communication among women in business and society has played a major role in influencing women to use phones in business. Even though women have adopted the mobile phone in business, they have not fully utilized it. The mobile phone is an important tool in promoting social inclusion among women. Although it is hard to learn and use.



MUBS Guild President, H.E. Don Patrick Bugigo, attending the 12th Annual Entrepreneurship Conference



MUBS Principal Prof. Waswa Balunywa (C) in a group photo with conference participants



Benedicta Nanyonga, Executive Director and Founder of Kinawataka Women Initiatives



MUBS Deputy Principal Dr. Moses Muhwezi (C) with MUBS staff at the conference



Some of the International participants who attended the MUBS 12th Annual Entrepreneurship Conference 2015



Dr. Arthur Ahimbisibwe lecturer in the Department of Procurement and Mr. Bumali Lobogoyi Director Jinja Campus at the MUBS 12th Annual Entrepreneurship Conference 2015



Nov. 22, 2015 - Makerere University Business School (MUBS) convincingly retained the University Football League Title after they silenced opponents Uganda Marty's University-Nkozi to a 4-0 victory at Namboole Stadium. MUBS also took home a whopping 2.5m shillings along side the trophy and medals. -



STEP conference 2015 at MUBS November 9-10, 2015



The Minister for Presidency in charge of Kampala Hon. Frank Tumwebaze joined in the drive to construct St. James Chapel- MUBS by contributing cash of Shs. 2,000,000 (two Million Shillings), He represent President Yoweri Kaguta Museveni.



Prof. Waswa Balunywa and Ali Hersi from Society for International Development (SID) Launch Uganda Youth and Policy Book Report at MUBS Bugolobi Annex. November 24, 2015



MUBS - Copenhagen Business School (CBS) Denmark Executive MBA Entrepreneurship & Innovation - Uganda/Kampala field component program Nov 22-28 2015, Humura Hotel

Training of trainers for new academic staff



A group of about 25 new academic staff under went a training of trainers program to equip them with skills and knowledge to enable them meet students' expectations. The TOT was held at MUBS Annex Bugolobi and organized by the Human Resource Office. All New Staff in MUBS must be inducted into the institution. Teaching staff have a major challenge being in front of large numbers of student. This is part of the quality control in the organisation.

MUBS staff train in Energy Economics

Total Uganda in partnership with MUBS had a group of about thirty (30) MUBS staff trained in Energy Economics.

Prof. Christian Gueritte, the Chief Economist for Total, came down all the way from Paris to teach MUBS staff Energy Economics.

Mr. Ramathan Ggoobi a lecturer of Economics at MUBS shared his experience of the



programme. "Today, I have sat an exam in a long time, and am sure I have passed! It was quite an interesting "revision" and some practical lessons. MUBS is simply the best", he said.

MUBS-Tecno Brain Launch ICT Professional Programmes

MUBS in partnership with Techno Brain have launched the professional ICT programmes. Techno Brain, is a certified company, and Africa's Leading software solutions provider. For 15 years, it has been delivering world class IT Training, IT Solutions and BPO / ITES services to organizations worldwide.

Over the years the Principal Prof. Waswa Balunywa has challenged MUBS staff and Faculty to peruse professional courses in various fields like Accounting, Procurement and marketing. However there was a missing gap with ICT, and Techno brain has come in at the right time to bridge the gap.

The MUBS- Techno IT training programs and IT Certifications will help MUBS students, staff and faculty to acquire skills in cutting-edge technologies that are being deployed in today's organizations and get an edge over their colleagues.

Barclays Bank train MUBS Students

Barclays Bank under their Ready to Work Program trained MUBS students on financial literacy, business startup and personal

selling this afternoon. They too donated dustbins as a go green campaign.

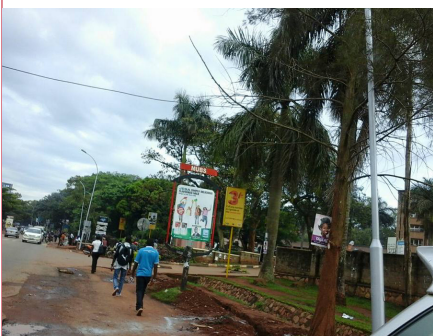
The basis for choosing MUBS was because it is the only Institution in the Country equipping students (finalists) with special employability skills. Our special thanks to the Management



of Barclays Bank for choosing MUBS but most specifically the staff who participated in today's training.

Many thanks to MUBS Management and the Skills Development Committee for the support towards the Skill Development Programme (SKIDEP)

MUBS benefits from Pope's visit



After years of asking government, KCCA, our local MPs etc etc the Pope has finally delivered. As a result of the anticipated Pope's visit, the Luzira road has got streetlights.

We have lost students in this part of the road which is

very dark at night.

The stretch is from the MUBS main gate to Akamwesi hostels. There are thousands of students that need these hostels but there safety has not been a priority to the authorities. We Thank the Holy Father for the blessing of the street lights. What amazes me is our government planning systems. Can we have a consistent way of planning and not react to things? MUBS students congratulations on the lights

MUBS A Great Institution: Prof. Kagonyera



L-R Mgrs. Dr. Lawrence Ssemusu Chaplain St. Joseph Lwanga, -MUBS Catholic Community, Rev. Kenneth Kaleyigye, Chaplain St. James' Chapel, Prof. Mondo Kagonyera, Chancellor MUK, MUBS Deputy Principal Dr. Moses Muhwezi

develop when it has people educated in business," noted prof. Mondo Kagonyera, the Chancellor Makerere University.

He made the statement during the MUBS St. James Chapel Thanksgiving Fundraising Function held on October 11, 2015 at Nakawa campus. Prof. Kangonyera contributed Ugx. Shillings 1,500,000 towards the construction work of the Chapel.

He commended MUBS' support towards the construction of places of worship at campus citing an African proverb, "you can never be respected if you do not have home". Prof. Kagonyera also asked the Minister for Presidency in charge of Kampala Hon. Frank Tumwebaze who represented President Museveni at the function to support and push for MUBS' autonomy noting that it takes a simple parliamentary resolution to give MUBS independence.

He challenged Government to give MUBS independence so that when the institution fails to perform,

"Makerere University Business School is a great Institution with unique programme designed with practical skills to cater for the market demands, a country can only

it is accountable for its failures rather than blaming government for its failures.

ICT University Cameroon & MUBS Joint Programme



Prof. Beban Sammy Chumbow,
Chancellor ICT University
Cameroon

As part of the effort to fast track e-learning in Makerere University Business School, the School is working with ICT- University Cameroon to strengthen ICT usage in Africa. The collaboration was initiated in 2014 targeting MUBS faculty of which majority have graduated with post-graduate Diplomas in ICT, while others have advanced to masters levels. With the skills obtained by the faculty, MUBS has got capacity with support from ICT University Cameroon, to run joint programmes at masters, post-graduate Diplomas and bachelors levels, in Business Administration and ICT. These programmes are running at the MUBS- Mbale campus with the first intake slotted for December- January.

MUBS is exploring e-learning as one of the ways of increase access to business education in the country while reducing costs.

End of Semester Exams 2015/2016

End Of Semester Exams commenced today November 30, 2015, students warned against indulging in examination malpractice.

It is an offence for a student to get involved in cheating examinations. Cheating in a University assessment is a very serious academic offence, which may lead ultimately to expulsion from the University. Cheating is defined as any illegitimate behaviour designed to deceive those setting, administering and marking the assessment. Cheating can take one of a number of forms, including:

Taking into the exam venue, or possessing whilst in that room, any books, notes or other material which has/have not been authorized.

Writing notes on yourself or having notes on your person.

Having notes written in your identity documents or authorized examination materials e.g. logarithm table.



Accessing information stored or written on electronic equipment.

Copying from another student in an examination.

Aiding or attempting to aid another candidate, or obtaining or attempting to obtain aid from another candidate.

The use of unauthorized books, notes, electronic aids or other materials in an examination.

Obtaining an examination paper ahead of its authorized release.

Students warned against Examination cheating

Students of Makerere University Business School risk to be dismissed from the school if found guilty of examination malpractices. The warning was passed on by the Principal Prof. Waswa Balunywa while addressing first year students and the MUBS community at St. Charles Lwanga's Catholic Community Freshers' welcome party held on Sunday October 18, 2015.

Prof. Balunywa indicated that he is personally investigating the a number of cases where staff and students are alleged to be involved in alteration of marks. He said no one will be spared if found guilty. Balunywa noted that some people have already been arrested and are in police custody. He warned both staff and students to stop such acts because they damage the integrity and the reputation of the School.

He further challenged First Year students to separate social obligations from academics. He warned them against dodging class. "We are not going to force anyone to class, the quorum for teaching is one student. We shall teach those who will be in class even if it is one person," he said.

Academic Advise for Poor Performing Students

The Dean Faculty of Management and Public Policy Dr. Annet Nabatanzi K. Muyimba annually offers academic advise to students with academic challenges and those who are back logs with the aim of motivating them to improve on their performance. Academic Advising in the faculty helps to identify challenges that limit students ability to attain good grades, increase their awareness with academic responsibilities and encourages them to put more effort in solving the academic and personal challenges that halt the achievement of education objectives

Dr. Nabatanzi Muyimba noted that through academic advise students are helped to get back into good



academic grades. "These students are very bright and competent, but many experience anxiety during their academic careers" she noted. She advised them to keep away from time-consuming extracurricular activities, engage in group discussions and also seek help form students are performing better than them.

She further appealed to the students to make sure they read heard and do a lot of discussions to avoid poor academic performance, discouragement and frustration.

YOUNG WOMEN MENTORSHIP PROGRAM

In the bid to create a society of influential young women leaders, MUBS Leadership centre carries out the Young Women Mentorship Program. It is a 6 months course centered at equipping the Young Women fraternity of MUBS with the best Leadership and Corporate Governance practices. It aims at grooming political, corporate and entrepreneurial oriented young leaders amongst our students' fraternity.

On Friday, 30th October, 2015, the female students' fraternity had the opportunity to attend the lunching of the 2015/2016 intake which had lots of interaction with the Director Leadership Centre, Ms. Namuddu Regis, Administrator Leadership Centre, Ms. Maureen Nantumwe, The Principal, Professor Waswa Balunywa, The Guild President, H.E Busingo Don Patrick and The Guild Vice President, H.E Lilian Nyakuni.

The mentorship will start off with its first module on Wednesday, 24th November, 2015 at MUBS Leadership Centre at our Home in Bugolobi. Do not miss out on the inspirational speakers, hands on skills on projects and leadership as we empower our Young Women to Lead the world.

MUBS Student Grabs Three Awards From Other Universities In The Uganda Model United Nations (UMUN)

Each year, each member state of the United Nations organizes a Youth Assembly in their different states which comprises of different youths who carry on with the same proceedings of the Main Assembly under the chair ship of the UN President.

World topical issues are deliberated on by the Youths and Resolutions are reached and later forwarded to the Main Assembly of the United Nation for implementation.

This year's theme was

"Youth Involvement in the Realization of the Sustainable Development Goals."

MUBS this year sent a delegation of nine students under the United Nations Association MUBS Chapter who were given different states to represent. This Assembly was comprised of Students from Makerere University, Kyambogo University, Gulu University, St. Lawrence University, Ndejje University and Cavendish University. Our own student, H.E Lilian Nyakuni, the Guild Vice President who represented United Kingdom, was presented to awards of the Best Female Delegate, Best Position Paper and Best Cultural Outfit.

We look forward to grabbing more awards in the next year's UMUN as we exhibit exclusive performances on competitive platforms presented to us.

Clubs And Association Exhibition

Each year, the Students' Guild Organizes a Clubs and Association Exhibition which attracts the Cultural Associations, Academic Associations and the Non Cultural and Academic Associations. On Wednesday, 11th November, 2015, the Ministry of Social Affairs and Entertainment under the leadership of Hon. Sam Nabuyaka organized a Clubs and Association Exhibition which was aimed at attracting first Year students and above all publicizing what is unique about the associations.

Clubs and Association members dance to their cultural songs, sing to their cultural songs, dress up in their cultural attires, prepare and exhibit their staple foods. Our goal is to entreat the students to know their routes and also have a clear identity and belonging. This event is just a precursor of the Cultural Gala where Cultural Associations assemble to compete and defend their cultural dances, folk songs and dramas as a spirit of their cultural solidarity. In MUBS we explore cultural diversity.

FRESHERS' BALL 2015

This year, the Dean of Students' Office in Partnership with the Students' Guild organized a memorable Freshers' Ball. The Freshers' Ball is meant to officially welcome the first years to the lovely MUBS society after their first course work tests and also swear in their leadership into power. It gives opportunity to the first years that missed out on the orientation to catch up with the school as they are welcomed in a more social way. Above all there is exchange of power from the Former Chief Fresher to the New Chief Fresher who is a representative of the first years in the Guild Executive. Hon. Awori Emmanuel was chosen as the 2015/2016 Chief Fresher and was sworn in on the Freshers' Ball.

The Guild President entreated the first years to know and respect their values, the Dean of Students promised them her continuous support and availability whenever they needed any help above all, the Deputy Principal entreated them not to leave their degrees behind for it is the prime reason for their joining MUBS. He also encouraged them to not only focus on the academics but also engage in the co curricular activities in the school.

MUBS Principal Attends COMESA Meeting in Ethiopia

Prof. Balunywa notes that "looking at Ethiopia who is the new kid on the block, you see real change taking place there. The economy has been growing at over 10% per year. There is evidence that the economies that sustain a growth rate of 10% per year for about 10 years usually transform into an industrial economy. Notable countries that did this were Japan after the war and mostly China. Of course the growth models are different and the abilities to churn this out brings out the importance of sustaining high growth rates to be able to ensure social economic transformation. This high growth rate has turned China into the 2nd largest economy in the world offsetting Japan which maintained that position for about 20 years. Japan overtook Germany in the late 1970s to become the 2nd biggest economy in the world after the US.



Participants at the COMESA Leather and leather Products meeting

If Ethiopia is able to sustain this growth, it should be able to emerge as an economy power house in the region but can Ethiopia get poverty from its midst? Among the things that Addis has done has been to build the new railway linking the landlocked country to the sea to open it for trade. Being landlocked like Uganda, is increasing their cost of production, thanks to China, Addis has done a broad gauge railway from Addis to Djibouti. This is 756km at US\$4billion. Addis also recently opened a train commuter service of about 35km to serve the metropolitan Addis Ababa. Besides this, Addis is building one of the biggest power dams in Africa to be able to power its industrialization bid. Ethiopia also gives Africa its biggest and most profitable airline and possibly the largest capacity of conference facilities.

Not only does it host the African Union headquarters and facilities, it also hosts the United Nations Conference Centre. These make Addis the political capital of Africa. We did a small test at the airport to understand how

"Among the things that Addis has done has been to build the new railway linking the landlocked country to the sea to open it for trade.

Ethiopians behave. One of us requested a porter at the airport to find a trolley in appreciation, we gave the porter some money which he rejected. But if you were in the US, porters must be paid. If you are in Nigeria, they are organized to be paid properly. If you were in India while they imagine they will not be paid, they expect a tip. In some other countries, not only do they expect but they demand the tip. This I guess is true in Uganda. Nobody handles your luggage and you expect that they won't expect money even if it is his job. While this growth in Ethiopia is visible everywhere but so is the poverty.



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MUBS 6th Annual Youth Camp

The MUBS Outreach Centres including, the Leadership Centre, Entrepreneurship Centre, ICT Centre, Career Guidance Office and MUBS Guild invite the youth to the 6th Annual Youth Camp that is intended to bring them together to share, learn and network.

such activities help the youth make good use of their holidays and vacation time, to make good decisions that will positively impact their entire career and life.

Powerful speakers

like, Patrick Bitature, CEO SIMBA Telcom, the MUBS Principal prof. Waswa Balunywa, Dr. Sabrina Kitaaka, Patrick Idringi a.k.a salvado, Stephen Kiprotich, Olympic gold medalist, Dr. Jose Chameleon, East Africa's best Artist, will share their experiences, skills and to achieve all our objectives with the youth.

Don't miss having fun with Uganda's celebrities like Ann Kansiime and many more.

The camp is targeting youth aged between 17 to 30 years

MUBS - STEP Conference 2015

The 12th Annual Entrepreneurship conference kicked off with the Student Training for Entrepreneurial Promotion (STEP) conference with the aim of promoting entrepreneurship among youths and undergraduate students by providing them with knowledge, skills, and confidence in how to start a new business.

Held at the MUBS Annex, Bugolobi on November 11, 2015, the STEP conference was organized by the MUBS Entrepreneurship Centre. STEP is a joint project of Leuphana University and several partner universities in East and West Africa. In East Africa, they partner with Makerere University Business School.

The STEP training is action-oriented and evidence-based. During the STEP training, the trainees engage in start-up process of a real micro business to learn entrepreneurship "on-the-job". The trainees learn how to start and run a new business based on action-principles that have been derived from the scientific literature on entrepreneurship, management, and psychology.

The STEP training has been implemented at universities and vocational training institutions in Uganda, Kenya, Tanzania, Rwanda, and Liberia. So far, more than 1,500 students have participated in the STEP training.

MUBS Principal Attends COMESA Meeting in Ethiopia

As we talk about this, famine is looming in Ethiopia. Ethiopia's late Prime Minister Melis Zenawi, in his vision for the country said Ethiopia should never have famine again. Today, the UN estimates that over 10m people are in need of food aid. This is partly attributed to the failing rains however some people including the Nobel Prize winner Amartya Sen an economist, said that famines are a result of authoritarianism, places where there are dictators. Of course North Korea is one country in point. Where there has been famines. Ethiopia had a very bad famine in the early 1980s.

During that period more than 400,000 people died of starvation. 30 years on, the famine is back. If Ethiopia is being seen as the new kid on the block, how can it have famine.

While Ethiopia will grow, unlike Uganda has a well-established

administrative system where the laws actually work, Ethiopia like any other country will not emerge out of this poverty unless if there are drastic changes in policy. Current macro-economic policies will not generate the social economic revolution we want to see in Africa. Africa must raise its productivity levels and the west must leave its doors open for Africa to be able to grow.

The current growth which we have seen in Uganda, in Ghana, Rwanda, will not change the status quo. The wealth will be created and will either be taken out and/or shared with a few prominent business men in the world. Democracy as it has been proposed by the Nobel economist prize winner will not put a limited amount of money on the table but to will not transform lives. I am personally puzzled. What does Africa need to do to get out of this misery?

Career Guidance workshop for secondary School teachers

Career guidance is critical students if they are to pursue the most of opportunities available for them.

It is from this observation therefore, that the School annually organizes a career guidance for secondary school teachers.

During the one day's workshop organized by the MUBS career Guidance Office, it was observed that, there is a lot of unemployment on the market but employers are fighting for talent. So this has caused a mismatch between the employer and the graduates coming from universities. The changes in technology and in the job market mean that even the available jobs require specific education and training.



“Pedro Pio foretold the appointment of John Paul as pope and also foretold the assassination attempt on his life,”

Under the leadership of Monsignor Dr. Fr. Lawrence Ssemusu, St Padre Pio Chapel at Makerere University Business School is a tidy small beautiful worship place.

The grounds on which St Padre Pio Chapel sits today was a dumping pit. Fr Ssemusu says when he was posted as chaplain to MUBS, this was one of the spots that oozed filth.

“There was also debris from the school. So, what I did when I came was to grade the whole place, push the rubble down.” His predecessor, Father Del Jack had plans of

constructing the church, which he showed him. He took the plans to then Kampala City Council (KCC). They were approved in 2007. In 2009, construction of this church began.

“The church is unique. The columns, the traces, the iron sheets were shipped in from Italy. All we did here was to assemble them and build in the spaces between the columns,” he explains.

The church was consecrated in 2012 by Archbishop Cyprian Kizito Lwanga, while the foundation stone was laid by Emmanuel Cardinal Wamala who also blessed the altar. The donor, fundraising efforts Padre John Scalabrini contributed

20,000 Euros (in excess of Shs200m). There were fundraising drives which attracted up to Shs750m. St Padre Pio Chapel can sit up to 900 people. The chapel takes its name from a priest of good deeds- St Padre Pio, born Pio of Pietrelcina, a friar who is venerated as a saint of the Roman Catholic Church.

St Padre rose to fame because of hosting believers in confessions. To-date, those who visit his body will find many letters from all over.

Monsignor Ssemusu says people still seek his guidance and counsel because he was renowned for his love of the people.

“He would spend hours in the confession and one day while praying in front of the crucifix, it became human and gave him the stigmata- the wounds like those of Jesus in both arms and in the side, and in his feet. Being a humble man, the photo of Pedro Pio you see is wearing a glove, he did not want people to know,” the Monsignor narrates.

St. Padre was canonised by Pope John Paul II. He was blessed with a gift of bi-location- being in two places at the same time. “It is said that St John Paul II met Pedro Pio as a young priest and Pedro Pio told him that he saw him wearing a white cassock and saw blood as well. So he foretold the appointment of John Paul as pope and also foretold the assassination attempt on his life,” he adds.



Papal Nuncio Blume with Fr. Lawrence Ssemusu and the members of St. Charles Lwanga Chapel

Proud to have taught them: Prof. Balunywa



Dr. Stephan Isabalija
Vice Chancellor,
Victoria University



Prof Arthur Sserwanga
Vice Chancellor,
Muteesa I Royal University



Mr. Fabian Kasi
CEO
Centenary Bank

On October 14, 2015, MUBS Principal Prof. Waswa Balunywa presided over a graduation ceremony for the Institute of Bankers and requested the institute to put more emphasis on IT training. The Institute is the body responsible for professional development of bankers in Uganda.

Balunywa noted that what was more pleasing about this graduation was to see two of his former students Mr. Juma Kisaame CEO of DFCU bank and Mr. Fabian Kasi the CEO of Centenary bank attend the ceremony.

"In the banking fraternity, these are some of the best bankers we have in the country. Am very proud of them and it is a good feeling to know that the former students have taken that high level of leadership in the country's financial sector", he said.

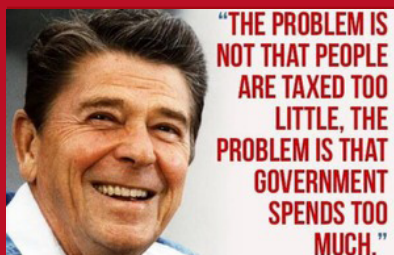
"That also reminded me of two of my former colleagues and students, Prof Arthur Sserwanga and Dr Robert Isabalija, the Vice Chancellors of Muteesa I Royal University and Victoria University respectively. It is a good feeling to know that I have mentored some of the top guns we have in top leadership in various sectors in the country. Good luck to you my friends", he added.

He noted that Banking has changed over the years. "I recall working in Barclays bank during my S.6 vacation and that time to get a payment in the bank especially large sums of money you required various signatories to authorize the transaction, the banks closed early 12:30pm or 1:00 pm to be able to balance their books. Then banks used calculators and if there was an error in the postings, it would take several hours and at times days to discover it and make necessary correction", he explained.

Today all that has changed, with mobile banking, when you draw money a message comes on your phone showing how much you have taken and the balance on your account. There are other changes in banking. However what is clear now is that the banks require more sophisticated employees, those with knowledge in IT.



Mr. Juma Kisaame
CEO
DFCU- Bank



"Surround yourself with the best people you can find, delegate authority, and don't interfere as long as the policy you've decided upon is being carried out."

— Ronald Reagan

MUBS win 2014/15 Beach Soccer League Trophy

Makerere University Business School (MUBS) finished unbeaten for the entire 2014/15 season to win the national beach soccer league title for the second time in history.

After topping the Monsoon group in the regular season, MUBS easily cruised through the knock out stages to become the only team to win two league crowns, after their 2012 success.

MUBS easily triumphed over Nkumba Select 12-7 in the semi finals.

In the thrilling final played before a record crowd, MUBS recovered from a 4-2 deficit to win 7-5, thanks to Brian Nkuubi's individual brilliance that witnessed the diminutive tricky forward score 6 times single handedly.

MUBS walked home with U.shs 2M, Stormers (U.shs 1.5M) and Nkumba Select U.shs 1M.

The respective excelling individual players also received their cash rewards.



MUBS Football Team

Defending champions Makerere University Business School (MUBS) on November 21, 2015, Saturday afternoon successfully retained their Nile Special University Football League trophy after defeating Uganda Martyrs University 4-0 in a one sided final played at the Mandela National stadium.

The MUBS team scored in the net five minutes into the game after Davis Kasujja brushed in a well curved corner kick from Ismail Kiwawulo for the opener.

The Uganda Martyrs University team most part of the game stepped up the attack looking for an equalizer but Kamya's strike was well cared for by MUBS custodian Eric Dhaira.

The Nkozi based side's real chance came in the 24th minute when Jacob Owora and Emma Kamya exchanged swift speedy one-two before releasing Douglas Owori with an acute split pass inside the box only for the defending champions' shot-stopper Dhaira to pull a fantastic save arousing the Nakawa fans.

MUBS' Nakato stuns corporate woodball field

Mable Nakato put up a surprise performance as she beat regular competitors to the 4th Corporate Woodball Circuit title at Makerere University Business School. Nakato, a former MUBS student, said she was inspired to start playing woodball after realizing that it was not a physical contact game.

"I always looked at people playing and because it was not a physical contact game, I started liking it and I knew at one time I will also be the best,"

Nakato said. Nakato who was making her maiden appearance in the corporate category on finished with 57 strokes in 12 fairways to emerge champion

She finished with four points ahead of Shahnaaz Luwedde from St. Mark's College Namagoma with 61 strokes in second position while Margaret Mulamba from St. Joseph's Technical Institute Kisubi finished third with 65 strokes in the women's category.