



The

MUBS NEWS LETTER

October Issue, 2020

MUBS reopens for final-year students



Some of the Academic staff ready to begin teaching

Makerere University Business School re-opened to final year students for the academic year 2019/2020 on October 19, 2020 after seven months closure due to COVID-19 pandemic.

Government ordered for the closure of all education institutions across the country on March 20, 2020 in an attempt to prevent the spread of COVID 19 in the country. On September, 2, 2020, President Museveni ordered for the re-opening of Education Institutions on October 15, 2020 to enable candidates and university students

in their last year of study to sit for their final examinations. This is what the President said, "We have decided to reopen schools for finalists in tertiary colleges and universities because the cost of waiting any further is quite high"

If the batch of 2020 do not move on, what will happen to the batch of 2021? Can we afford to have two batches in 2021? The answer is a clear 'No'.

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MUBASA ELECTS COUNCIL REPRESENTATIVES

In an election held on October 22, 2020, Mr. Gonzaga Basulira and Mr. Samuel Eelu were duly elected as MUBASA representatives to sit on the 6th MUBS Council, 2021-2025.

MUBASA is Makerere University Business School Academic Staff Association, an umbrella that brings together all the Academic staff.

Four candidates, namely; Mr. Gonzaga Basulira, Assoc. Prof. Janatti Kyogabiirwe Bagorogoza, Ms. Mariam Nakate and Mr. Samuel Eelu contested in the elections.

Mr. Gonzaga Basulira, is a Lecturer in the Department of Business Administration and MUBASA outgoing Welfare Committee Chairperson obtained 295 votes while Mr. Samuel Eelu, a Lecturer in the Faculty of Computing and Informatics emerged second with 239 votes.

The returning Officer, Mr. Asuman Matongolo wishes to thank all the MUBASA members who participated in this successful election.

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

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

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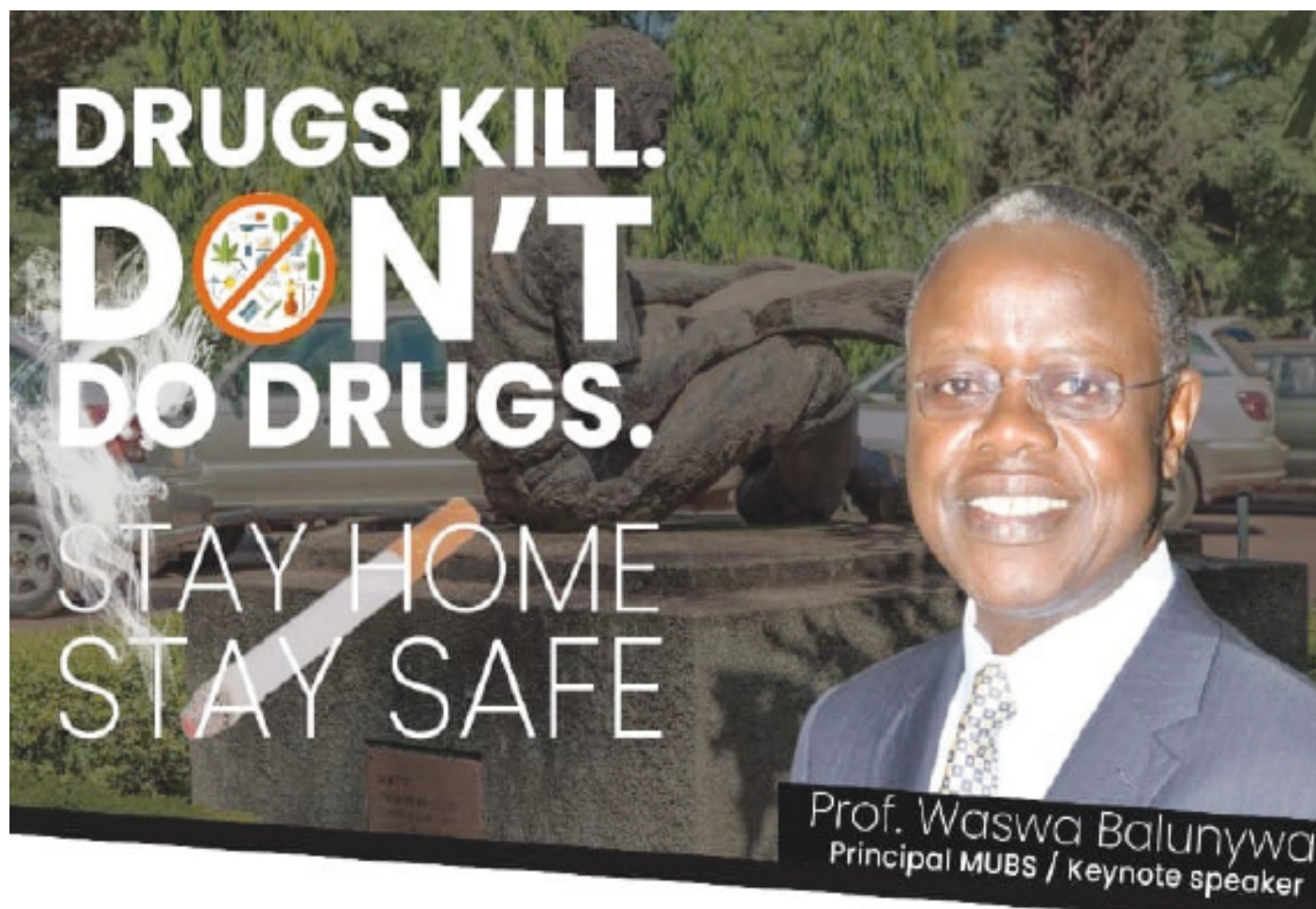
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How to survive COVID 19 post effects



Now more than ever, the world needs innovative, committed and enthusiastic human resources to be able handle the after effects of COVID-19. Society needs to change the way they think, make decisions and become more knowledgeable about the future. The Crisis has caused big changes that might hopefully lead to a better world. However, how can people get ready for these changes? What are the opportunities that must be seized and the risks to be mitigated? What needs to be improved or

transformed?

COVID-19 has had a big impact on the young people world wide. The young people must therefore be able to change, conventional approaches are no longer sufficient, new skills are needed and this calls for a need to redesign the education system and skills for the post-COVID era. Before the pandemic, the young people faced a growing mismatch between the skills they acquired in school and those needed for employment. Now, with COVID-19, billions are out of school while millions of them who were set to join the workforce cannot find jobs.

I think this is the time to re-imagine how and what education and skills are needed to prepare graduates for a rapidly changing world of work. Over the year, the business community has been asking schools and universities to equip young people with the right skill and modern technology. This is the

moment for education to revise the curricula. The business community has an important role to play because they know which skills are lacking in the recruits so they can advise the educators on skills which are relevant. This crisis is taking us to a new and a more responsible economy, not only based on making a profit. In order to achieve this, we need people with strong soft skills. More than ever-before, young people need strong communication and advocacy skills to be able to air out their views and ask what they need to drive change.

COVID-19 has taught us the needed change that online learning is possible. It has taught us how to use online tools to exchange ideas, teach and learn. Therefore digital connectivity and online learning to expand access to opportunities for young people around the world is vital.

Erinah Najjingo
Editor

Ugandan Anthem

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

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

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

East African Anthem

Verse 1

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

Chorus

Jumuiya Yetu sote tuiende
Tuwajibike tuimarike Umoja wetuni
nguzo yetu Idumu Jumuiya yetu.

Verse 2

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

Verse 3

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

MUBS Anthem

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

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

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

Africa yearns and needs fixed leadership



USA, South Africa, Tanzania and Uganda, who can inform policy in our respective countries.

Prof. Muhwezi further indicated that the role of women during the pandemic is undisputed because girls and women are at the front line. "We all do appreciate the resilience and the daring character of women during uncertain and troublesome times. This is a leadership trait and to me it should be nurtured and as we face the challenges of COVID 19 pandemic, Africa yearns and needs fixed leadership. Leadership that is visible, competent, that is reassuring and compassionate.

The business and political leaders in Africa must raise to the occasion and provide this leadership. COVID has tested leadership styles, we have seen leaders who want to put the call on the four lives, those who deny scientific advice, leaders who are impulsive and may endanger the lives of the people and we have seen leaders who have displayed courage in making critical decisions that sometimes have been unpopular. I am glad today that we have led academicians, business community and policy makers across Africa to debate and come up with some answers.

I believe that there will be some point of connection since we have different categories of participants. To us as MUBS we are excited to be part and the Centre of this, I thank the Leadership Centre for organizing the conference, our Council and the Principal Prof. Waswa Balunywa for the support.

While opening the MUBS 10th Annual International Leadership Conference, the Deputy Principal Prof. Moses Muhwezi emphasized that this year's conference theme, "Leading Africa out of the corona-virus pandemic" is really timely given the COVID-19 challenges the universe has found its self in. "We all appreciate that COVID found Africa with long standing challenges and it made the situation worse. Challenges like the debt burden, collapsing businesses, food shortage, loss of employment, gender based violence all these mean a lot to the African continent", explained Prof. Muhwezi.

He cited one African leader, who once said that what is painful is that the African problems are not created on the African continent, this is an indication that Africa should have a common agenda

"As we face the challenges of COVID 19 pandemic, Africa yawns and needs fixed leadership. Leadership that is visible, competent, that is reassuring and compassionate"

Prof. Moses Muhwezi

to sort out this mess. Therefore, African leaders and all of you attending this conference must come out and take your seat on the high table debate and deal with these challenges. I am glad to note that we have participants from Uganda, Kenya, Rwanda, India,

ICT has played a key role in managing COVID-19

The pandemic has facilitated the growth of E-business and commerce, something that had for long failed to gain momentum.



“The pandemic has facilitated the growth of E-business and commerce, something that had for long failed to gain momentum”.

Prof. Victor Mbarika

In his Keynote address at the MUBS 10th Annual International Leadership Virtual Conference 2020 organized by MUBS Leadership Center, Prof. Victor Mbarika, a Stallings International Distinguished scholar, MIS Professor at East Carolina University and Visiting Professor at Makerere University Business School, emphasized how ICT has and is still playing a key role in managing the Covid 19 pandemic worldwide.

He pointed that, the dissemination of information like hand washing, use of face mask and social distancing have been widely circulated through ICT.

Mbarika also noted that as a result of the pandemic, many people have adopted a tech based new mode of acquiring treatment “many nations adopted telemedicine or e-medicine for reaching out to patients and handling other health challenges. This was adopted mostly because of the protocol to limit contact with patients and yet to provide quick medical care to people to avoid the spread of the disease,” he said.

He added that in countries like Rwanda, drones and robots were used for health care deliveries and scanning of people to detect temperature rise. These were also used to monitor security borders to prevent people from migrating from one place to another

The pandemic has facilitated the growth of E-business and commerce, something that had for

long failed to gain momentum.

According to forbes.com, u.s. retailers’ online year-over-year (yoy) revenue growth was up 68% as of mid-April, surpassing an earlier peak of 49% in early January. There has also been a 129% year-over-year growth in United States and Canadian e-commerce orders as of April 21 and an impressive 146% growth in all online retail orders.

Prof. Mbarika explained that, the pandemic also gave birth to a new tech based way of doing things that have since eased communication and gave solution to a new mode of getting things done virtually. “ICT has enhanced skill development; many people have learnt skills via zoom and you tube this season. They have learnt to develop websites, speak well and invest financially making good financial decisions,” he explained.

In March 2020, schools were closed and sent learners home in a bid to control the spread of the pandemic, many schools thought it would be over in a month just like the government had anticipated. When the period was extended to a non-specified date, many schools decided to conduct online studies in a bid to keep the learners active and engaged. “Schools were closed but brains were not closed and learning has to continue.

Many adopted e – learning to be able to continue schooling even in remote places in the world. This move demonstrated that learning can take place outside the walls



ICT has played a key role in managing COVID-19

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of classrooms. Many institutions used ICT to train and certify its people. The Judiciary system was also not left out in the wave of ICT. Courts have held virtual hearings sentencing and giving bail to suspects. This helped the judicial system to keep operating even when the times were hard," he explained.

Prof. Mbarika also noted that, the agriculture sector was not left behind, it has been ICT beefed in this era and FarmIT in Kenya provides farmers with agronomic support, market linkages and an e-commerce solution. For example while Zambia-based Emsika is Africa's leading platform for the wholesale and retail trade in agricultural products. "Availability of real time data using remote sensing tools such as drones and satellites, cou-

pled with mobile telephone and internet access are key enablers, while inclusive systems particularly serving women and underserved groups are essential to make a difference. This also includes weather information," he said.

He also explained the role of women in innovation, citing the US Patent and Trademark Office that has been felt eminently in the times of this pandemic like never before. "Women inventors lead the way in the fight against COVID-19. The United States patent and trademark office (USPTO) investigated the participation of American women inventor-patentees in the U.S. patent system. The report highlights that the share of women among new inventors on issued patents has increased from 16.6% in 2016 to 17.3% by 2019. This

shows that more women are entering and staying active in the patent system than ever before, helping close the gender innovation gap. Women have also volunteered in the different spheres of economies. "We see how women volunteers, healthcare professionals and social workers are on the front-lines of the country's battle against the virus, particularly in rural areas. Women showing love and support to their families are limiting the spread of this disease. They help to inculcate good hygiene culture to their children and the communities they live in."

More than one-third of women-owned micro small and medium enterprises (MSMEs) have expressed increased anxiety due

Impact of COVID-19 on businesses owned by women

to the uncertainty of Covid-19 and concerns on how to support the health and wellbeing of employees.

This was expressed by Prof. Munacinga Simatele, an Economics Professor at the University of Fort Hare and Nedbank Chair of Economics in the Faculty of Management and Commerce and the Acting Dean of Research.

She made a presentation titled, *"The Economic Impact of the corona-virus pandemic on women in business"*, at the MUBS 10th Annual International Leadership Virtual Conference hosted by the MUBS Leadership Centre on September, 29 -30 , 2020, under the theme, *"Leading Africa out of the Corona-virus Pandemic: The Role of Women"*.

Explaining the context and setting of women in business, Prof. Simatele said women entrepreneurs are mostly in the service sector than in manufacturing or technology industries. And the service sector is one of those that are most affected by the COVID-19 crisis. She also indicated that women entrepreneurs are more likely to assume childcare, home schooling and domestic responsibilities than male entrepreneurs.

She gave an example of women in the tourism sector, explaining that. "Tourism is a major source of employment for women globally. She said 54% of the jobs are undertaken by women. Women are more likely to be entrepreneurs in tourism than in other sectors and most of them hold low-skilled jobs in the sector, making them vulnerable to shocks".



"Women-led businesses represent a very small percentage of companies receiving venture capital or angel investments and men are four times more likely to receive these forms of support."

Prof. Munacinga Simatele

Explaining the issue of funding, Prof. Simatele, noted that, women are more likely to self-finance their businesses or to rely on government grants. "Women-led businesses represent a very small percentage of companies receiving venture capital or angel investments and men are four times more likely to receive these forms of support."

She also delved into what has been coined as a second pandemic, the "gender-based violence". The

restrictions in movement have led to more incidences of intimate partner and family violence, hurting the productivity of firms as they struggle to deal with its mental and economic impact on their employees."

Explaining the impact of COVID-19 on women in business, Prof Simatele said women have been hit disproportionately by the COVID-19 induced lock-down. "Since most are self-employed, decline in the business is decline in primary livelihood. Because women are more likely to live with children than men, the relative increase in the childcare burden is higher for women than men."

She encouraged women to seek out service providers that are specifically looking to help women entrepreneurs. "Join a women-focused entrepreneurial group." According to her, governments need to put in place support programmes targeted at protecting women's livelihoods, to address food security and overall household wellbeing. "Women are less likely to have access to loans to grow their businesses post the pandemic". She further urged women in business to get digitally skilled and transition to digital services. "It is one of the critical survival factors in the COVID-19 crisis", said Prof Simatele.

MUBS pushes for use of technology

"Farmers feared to take goods to collection centers for fear of becoming contacts for the virus from people affected." Some farmers lost out, those who feared to become contacts for the virus"

"COVID-19 has brought some disruption but it has also brought some advantages. You can use the Internet technologies to hold meetings. The disadvantage is that you can't meet the people face to face, or hug them," Prof. Balunywa said.

He was a guest speaker at virtual meeting entitled: 'Overcoming fulfillment and distribution challenges amidst COVID-19', on September 17, 2020.

Prof. Balunywa explained that because of COVID-19 he has been able to hold several meetings from home using technology. "Adoption of technology is going to be very important. In some factories, robots have started replacing people. We need to make students much more relevant. We need to see how we get more digitized," Prof. Balunywa said.

Meanwhile, Dr. Rogers Matama, the head of Department Procurement and Logistics Management at MUBS said online platforms have accelerated wealth creation for some people. He said MUBS is taking the lead in using digital technologies. "At this time some businesses have exhibited high level of resilience and performance, we need to learn from them," Matama said.

At the same time, Dr. Sheila Namagembe, a Senior Lecturer at MUBS noted Uganda has had



Prof. Waswa Balunywa



Dr. Rogers Matama



Mr. Bonny Bagenda

to increase its imports using water and rail transport unlike before due to challenges of using trucks. "We had fuel scarcity but government looked for new ways to transport fuel. Government used water transport to bring fuel from Kenya," Namagembe said. She said there has been increased flexibility in the way business is done.

"Many businesses are now using e-commerce. However, the new ways affect people without smart phones, data and WIFI. The use of online platforms avoids creating contact and spreading the virus," Namagembe said.

In agriculture, Namagembe said farmers were taking goods to collection centers for truck drivers to pick them and deliver them to markets. She noted that in some centers, farmers feared to take goods to collection centers for fear of becoming contacts for the virus from people affected. "Some farmers lost out, those who feared to become contacts for the virus," Namagembe said.

Meanwhile, Mr. Bonny Bagenda, a Lecturer at the department of Procurement and Logistics Management, MUBS noted that some businesses found it difficult to get supplies because borders were closed. These businesses had to find alternative routes. He said the lock down led to the increase in transport costs due to limited



competition among transporters. "There were delays at the customs border points, as COVID-19 tests had to be done. Some transporters who were not prepared for the pandemic had to shut down. Some manufacturers dealing with materials from the virus hot zones had to shut down operations," Bonny said.

Bagenda advised that businesses have to come up with local products and in house strategies. He added that some airline companies were redesigning passenger planes to act as cargo planes during the pandemic period. "Because of the closure of borders companies have had to go for local sources, increase buffer stocks. Workers are working

in shifts in-order to meet demands of customers".

Bagenda explained that more technologies for voice loading, voice picking were being used. He explained that voice loading enable employees working in warehouses to work without touching goods therefore reducing the risk from touching items. "We have to increase integration in supply chains. For example from the time we need goods, the time trucks reach borders and the company premises, there is need to improve services through logistics integration," Bagenda said

Bagenda noted that customer profiling was very critical for business success. "Communication

has become very important, companies have realized the need to communicate more to customers, to keep the customer informed, to enable them plan accordingly," Bagenda said.

He added that some companies are sending out motivational messages to their employees. He said companies were offering counseling services to keep employees motivated to meet customer needs.

Companies advised to scale back on production

“What you must do at the organization level in order to survive the economic problems of the corona virus pandemic is, you should close down some parts of your business.....”

MUBS Principal Prof. Waswa Balunywa has advised different organizations, companies and institutions within Uganda to scale back on production or their activities if they want to survive the economic problems that have been brought by the corona-virus pandemic. Prof. Balunywa, was delivering a keynote address at the 8th CPA Economic Forum over a webinar, he asked companies, where necessary, not to fear laying off staff in order to survive or introduce a flexible working arrangement. “What you must do at the organization level in order to survive the economic problems of the corona virus pandemic is, you should close down some parts of your business, communicate with suppliers and creditors, communicate with customers, talk to your bankers and take stock of your cash,” said Balunywa over a virtually conducted forum on a webinar.

The CPA Economic Forum is held every year by the (ICPAU) Institute of Certified Public Accountants of Uganda. ICPAU is the national regulator of professional accountants, created in 1992 by an Act of Parliament, now the Accountants Act of 2013. At an individual level, to overcome the pandemic economic stress, Balunywa said people must re-assess themselves, seek opportunities that are evolving, learn new skills and review their incomes and expenditures. “The government must revisit its policies by reducing tax, corporate tax rates from 30% to 20%, waive pay



Prof. Waswa Balunywa

as you earn for six months, provide basic services to prevent death, provide cash to people and firms, give wage subsidies, provide tax relief to vulnerable businesses and get businesses back to operation,” To reignite the stressed industries, Balunywa said the government must set up an industry re-oxygenation policy by selecting industries to support, avail funds for expenditure, select those industries that support the Buy Uganda Build Uganda (BUBU) policy and revisit work policies. Uganda, being an agriculture-based economy, Balunywa said the government should assist farmers to increase production to feed the region, select agro-based industries to support, address productivity and work ethic, resolve ideological differences and contradictions, address corruption and have the right size of government. Government must also select

sectors in the economy to grow, select sectors to support, have sectors for government ownership, improve productivity, train cadres, deal with corruption and have a firm decision on government ownership. Globally, the COVID-19 pandemic has led to high inflation, layoffs leading to high unemployment, low production and excessive expenditure on health. The most hit or affected sectors globally are tourism, transport, education, oil and gas and manufacturing. Some of the social-economic disruptions that have been witnessed in the COVID-19 pandemic are stock exchange declines, business closures, low or no demand for goods and services, bankruptcies, death of individuals and risks of a recession.

Rekindling Business Process Synchronization

As we delight in the 25th Annual International Management conference hosted by MUBS, I have recently noted a lot of write-ups on the new world order. This order seems to have been catapulted by the socioeconomic disequilibrium caused the COVID-19 pandemic. By the other sources of disequilibrium, this corona virus has hit the world in the same wave length. The developed and developing worlds have been affected to an extent that the differences of socioeconomic development appear to be of less importance, all nations are at the same level on the vitality of life. Although, *prima facie* this is what can be observed, the levels of development appear to manifest through the sense of urgency in which people are taking the business processes online. It started with the meetings held via platforms such as zoom, skype among others. However, as the lock-down progressed, delivery apps which had largely been ignored in the pre-covid times become popular.

As of now, we observe that small firms irrespective of their location have embarked on synchronized business processes. In particular, production and delivery are moving hand-in-hand to an extent that some efficient firms have increased the contribution margin per given services. A case in point in Uganda is the Cafe Java's outlets. A closer look at this entity with her diverse branches in Kampala City will show you that more clients are flowing in the outlets. On the other hand, checks on the standard operating procedures (SOP's) are



Dr. Rogers Matama ,

Head Department of Logistics Management

continuously observed by the management. Another example is another classic small entity in Makindye Division- Coffee at Last; with their marketing approach of offering free pizzas on Tuesday(s) and Friday(s) – with the promotion approach initiated before the pandemic, the customers have been glued to Coffee at Last services.

I talked to the founder in July and he indicated that the free pizza days have brought to them a “good problem”. Precisely, good in that they bring revenue and problem, in that the days tests the agility and fulfillment of the customers’ demands. Generally, this good problem is checking on their synchrony of production and delivery.

These are few examples that show us how small firms are adapting faster. Also note that both examples are family oriented firms. One may say the firms in the city are

better than the rural based firms, however, the family firms based in rural settings are equally agile, I know that a small hotel based in the Northeastern of Uganda has tapped on the rough times to realign its vision, mission and philosophy. The founder in fact recently indicated that they tapped on their savings to refocus their leisure and hospitality business. I recognized that, the founder, the daughters and other family members were very involved in formulating the family firm’s strategic identity.

Finally, it is worth noting that the SOP’s have in fact led to the respective business big firms and small firms reexamining their value chains. No wonder, the successes of specific sectors which were opened up have exhibited appropriate disclosure of how the productions and deliveries are complying with the regulators requirements for both the internal and external customers. Amidst the rough times management and staff ought to take more care especially on the human angle of business. In the roughness, multi-frontal capabilities need to be appreciated in a multi-frontal manner, after all. It is a new world order. We note that some workers are fitting into several business processes. Therefore, these unique resources need more support from the founders, boards, management and fellow team members.

Lean Management in Ugandan Enterprises to cope with COVID-19 era

Elizabeth Nakafeero Ssali, Vincent Bagiire and Moses Muhwezi

At reopening, some enterprises are face to face with insurmountable realities. These range from lost revenues, looming legal suits, wasted inventory, untenable supply demands, lack of input materials and liquidity problems.

The Corona pandemic has wrecked the world in the last 8 months or so. In a short while, countries worldwide focused on prevention mechanisms thereby undertaking full lock-down measures. Organizations, both public and private all closed shop.

Although the lifting has been done for certain enterprises, serious management issues must be given attention. These include but not limited to market driven production, cost cutting measures, reduction in staffing and restructuring. With the institution of these measures organizations are no longer bordering but are into lean management.

As lean operations became popular, organizations should set to develop the mindset for continuous streamlining of processes and improvements for operational efficiency. Organizations must work to eliminate waste such as overproduction, waiting time, poor logistics, over-processing, sub-optimal inventory controls and unnecessary movements, unproductive meetings among others. Lean systems will help management to identify customer segments that are most profitable and where service can be enhanced most cost-effectively. While some



Prof. Moses Muhwezi
Deputy Principal- MUBS

“There is need to generate options in short, medium and long term dimensions. Managers should renegotiate a range of options anchored on realistic assumptions”.

organizations have focused on these mechanisms long before, it is now imperative to do so massively as the world continues to strive through COVID-19. When governments suddenly instituted lock down measures, little did managers plan how to close down



Prof. Vincent Bagiire
Deputy Dean- Faculty of Graduate Studies and Research

their enterprises. Uncertainty in the business environment still looms. We recognize that the new normal is yet to come. Managers will still endure ambiguity in the business environment for some time. It is our first suggestion that managers should not rush into fast mode as if to compensate lost time, production and revenues.

At reopening, some enterprises are face to face with insurmountable realities. These range from lost revenues, looming legal suits, wasted inventory, untenable supply demands, lack of input materials and liquidity problems. It is important that managers



The new normal

reanalyze the operational and corporate strategies that were in place before COVID-19. There is need to generate options in short, medium and long term dimensions. Managers should renegotiate a range of options anchored on realistic assumptions. These may include staffing contracts, scaling down production, retracting supply contracts and change of production schedules. Managers should synthesize information judiciously.

We are engulfed in an era of information overload. Everything seems to come via social media including government directives on COVID-19. Managers must filter these facts lest they falter in these precarious times. Managers should not rush into decisions; neither should decision making be delayed. This is the paradoxical nature of the COVID-19 era that we are in. Therefore, we should emphasize the need for timely processes, engaging the right ICT's, optimal operations, multiple skilling and

astute resource allocations.

The challenges of lean management envisaged in Uganda include lack of awareness, non-lean behavior among staff, system failures, lack of training, lack of lean-management friendly policies, increasing operational costs, poor information asymmetry and market pressures. Managers will face the conventional resistance to change from employees even when the situation is plain clear that normalcy is untenable. In Uganda, generally we have infrastructural obstacles, ranging from unstable power supply, poor road network to a narrow band width. Spinning the needed interventions for managers to resume with improved efficiency, quality and responsiveness is still hard. Systems that shield businesses from further shocks should be instituted. Importantly, the human spirit of employees in these trying times should be galvanized through carefully

designed procedures. We end by challenging scholars to conduct studies on numerous perspectives of business and management in the COVID-19 era.

This article has been drawn from a paper on the need for lean management as coping mechanism for Ugandan enterprises in the post COVID-19 era that was presented at the 25th MUBS Annual International Management Conference, October 6 – 8, 2020. The full paper may be accessed in the Conference proceedings. We acknowledge all the contributions from the organizers and participants.

MUBS Re-opens for final year students

Continued from page 1



Two batches would create a jam in terms of the usual transition from primary schools to secondary schools and then

tertiary colleges or universities.” Meeting with the Academic staff, the Principal Prof. Waswa Balunywa urged them to observe the Standard Operating Procedures by wearing face masks, face shields and sanitizing frequently as they resume teaching.

The School therefore supplied face shields to all academic staff to ensure effective communication while teaching. Sanitizers were supplied to all offices and lecture theaters. Maintaining social distance, foot operated hand washing points have been placed at all entry points, and cleanliness and

disinfection of whoever comes into the institution is observed. In addition, temperature measurements and registration of all clients into the school is recorded. This is not only intended to control the spread of COVID-19 but also to comply with the Ministry of Education Guidelines and to ensure the smooth running of the institution

COVID- 19 PPE'S INSTALLED at MUBS Campuses

By. Muhammad Busulwa, Reporter Jinja- Campus

In an effort to curb the spread of corona virus, the School has put in place whatever is essential for one not to contract the COVID-19 while at School. Personal Protective Equipment (PPE'S) like temperature guns have been provided to the security staff at the Main Campus and at all the regional campuses of Jinja, Mbarara, Arua and Mbale to check the temperature of whoever enters the campuses and also their particulars recorded for follow up. Classes have been sanitized and sanitizers have been put at every block for students and staff to use. In the same vain several hand washing facilities have been installed around the campuses.

Posters bearing corona virus/ COVID-19 messages have been circulated all over the school compound to sensitize students about the killer disease (covid-19)



for example “COVID-19 IS REAL AND IT KILLS” OBSERVE THE SOP'S. Classes have been organized in such a way that the 2m social distance is maintained. It is a “MUST” at all MUBS campuses to wear masks.

At the Jinja Campus, the administration has put in place small tents which are used by the nurses and councilors as triage area to ensure safety of both staff and clients at all times.

Staff promoted at the 52nd appointments board

The MUBS Community is informed that the Appointments Board at its 52nd meeting held on September 9, 2020 approved the promotion of Dr. Jotham Mbiito Byarugaba and Mr. Bruno Muramuzi effective October 1, 2020.

Dr. Byarugaba, who was a Senior Lecturer in the Department of Marketing and International Business, Faculty of marketing and International Business is promoted to level of Associate Professor.

Meanwhile, Mr. Muramuzi has been elevated from the level of a Teaching Assistant to Assistant Lecturer. Management on behalf of Council congratulates the above staff on their promotion. We are confident that they will continue to strive for excellence in their academic career and provide Senior Leadership in teaching and research.

Training of Lecturers on how to use the MUBS e-learning platform

The MUBS E-learning center has initiated a Bi weekly training programme where the academic staff are taught how to access and use the MUBSEP for the best e-learning experience. MUBSEP is Makerere University Business School E-Learning Platform.

The academic staff are also trained on how they can develop Online learning materials that can be shared with students. The training is intended to sustain learning during the lock down period, especially for first and second year students who are still at home. According to the manager, Ms. Shakirah Nagujja, "with this training, we are going to ensure that staff develop content that will be accessed by all learners. We are still developing a detailed plan which will lead to standardized e-learning" allowance



Ms. Shakirah Nagujja

400 sit for G-MAT TEST



A total of 400 candidate who applied for the Master of Business Administration (MBA) programme offered at Makerere University Business School for academic year 2020/2021 sat for their Graduate Management Admission Test

(GMAT), On October, 30 2020.

The 400 did their test from the MUBS Main Campus while, the a total of 31 students sat for the G-MAT test from MUBS Jinja campus.

GMAT is the most widely used test for management and business school admissions. It is intended to test a candidate's reasoning and critical thinking skills. It assesses how well the student will analyze and evaluate information through a series of problems.

By Mr. Muhammad Busulwa-
Correspondent, Jinja Campus

Invest in Bonds; Prof. Muhwezi

Recently the Deputy Principal Prof. Moses Muhwezi advised the MUBS community and the general public to invest in Bonds and Treasury Bills. This was during a virtual finance workshop organized by the MUBS Finance Department in partnership with Stanbic Bank, on Friday October 16, 2020.

The workshop was facilitated by Mr. Mathias Jumba and Mr Ignatius Kirunga from Stanbic bank. Prof Moses thanked Stanbic bank for being MUBS' strong partners and for providing knowledge to supplement on what is taught in class.

Prof. Muhwezi also emphasized that investing in bonds and treasury bills is good for people who need financial independence, especially those in white collar jobs. "I know the practice is about investing in rentals and agriculture, this is good but when you grow old, it becomes a challenge to sale for example a building to get money for your own medication because the children and relatives want the property. With financial assets, you only need a signature and you have your money. I am sure some of us lack information on bonds and treasury bills and this is why people have been away from these financial investments", he said.

He thanked the Head of Finance Department Dr. Rachael Mindra for her sustained effort to teach about finance.



THE 15TH ANNUAL ENTREPRENEURSHIP CONFERENCE

Nov 19-20 2020

THEME

**THE CORONA VIRUS PANDEMIC:
HOW ARE ENTREPRENEURS
ADAPTING TO THE CRISIS?**

Sub Themes

- Hospitality industry
- Education industry
- Markets
- The youth
- Innovation
- Women
- Technology

Online via zoom

Coronavirus with careers; who is in, who is out?

"It is not the strongest of the species that survives, nor the most intelligent. It is the one that is more adaptable to change". Charles Darwin.

Great changes in the world and indeed in organizations and peoples' lives come after major challenges. Crisis, loss of loved ones, layoffs among others.

What the world is going through is something that has never been experienced before. So far, six months down the line, economic activity has been locked out, not fully operational and from what we hear, no quick recovery is expected. The world will be experiencing many more waves of infections. In Uganda, in the recent months, we have seen an upsurge of infections and deaths. Where does this lead the country, organizations and us as individuals? As we grow up, we start having ideas of what we want to do and what contribution we want to make in society.

We start thinking about our careers and the type of life we want to lead. As a result of this, if we are lucky to go to school, we study those areas which we think will enable us have the type of life that we want. Of course, we will not all be lucky to know what education or degree we need to get us into the right careers and at times we do not know what career opportunities exist. With time, this is being improved and in MUBS, while the student has already decided what programme they will do because they have been admitted already, every attempt is made to try and make them understand what career choices are and how to get to them. These



"The corona-virus pandemic has brought to our attention the need for us to rethink how to avail and deliver goods and services to our customers".

**Ms. Maureen Tweyongyere
Director, MUBS Career and
Skills Development Centre**

decisions are a little late because they will not take into account the students' interests and abilities. None the less, the career formation starts at that stage, thinking about what programme one is pursuing and where it will lead him or her in terms of their profession. So our careers get formed at that level and finally we may end up in those careers or business or

into something else. This may be propelled by our interests or by us doing masters degrees which divert us into other areas of interest. We are also at times lucky to be fixed somewhere. And we succeed there. Some of us decide to divert into business and we succeed in that. So what is required of us to be able to excel in our careers? Of course we need to complete our studies with good grades but we also need to understand the professional requirements for that career. The emergence of the corona virus has come as a major disruption to the world, to organizations and to individual careers.

It is changing many things. One of the key things we have seen changing is the way we meet. The zoom meetings have come up and are showing us that it is possible to meet virtually. As school going children and indeed in universities, found themselves at home.

Many organizations, many schools resorted to Online teaching and learning. In the business world,

While Online marketing, Online purchasing had already started and we have the Amazon and Alibaba as some of the huge organizations in Online business. The corona-virus pandemic has brought to our attention the need for us to rethink how to avail and deliver goods and services to our customers. This is also impacting on professions and individual careers.

Peoples' careers will not be the same after the corona virus pandemic. Many changes are going to take place and this will call for a paradigm shift. What is



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important is that there are new skills that will emerge as part of this change and the consequences of the pandemic. This means that the original skills in all careers will no longer be sufficient. New skills must be taught. But what are those skills, professions and careers that we may not see? Twenty years ago in the global setting, the biggest companies were manufacturing companies.

Today, the biggest companies are Apple, Face book and Google. Google does not produce any physical products and likewise Facebook and Apple but they employ now a very large number of people. It means, therefore that professions have been changing and thus leading to changes in skills requirement. What is happening in those factories that were manufacturing things, those companies have reduced their skilled labour force instead they have robots. In that situation, they now need somebody who makes a robot, who maintains it and who operates it. You do not need to have people who are going to work on

the factory machines anymore.

These are the changing professions and careers. So if you study carefully, there are some careers that are going out. These are careers that are in the processes where you will involve the process of doing something. We need to think clearly about are those careers that are going to be out and those that are emerging. Definitely the jobs of the accountants, doctors, lawyers and indeed many jobs are going to change because anything that can be computerized, anything that an expert system can create can be changed. Expert systems are also available to repair our vehicles and in various professions. So we need to lookout and see there are careers that are phasing out. The careers that are coming in are going to be much more knowledge based.

Information Technology careers and skills. In information Technology, we have those who are trying the application and those who are managing the equipment and of course, the cyber security. These are key careers that are coming on

board. What does it take to try to be an employee of Google, what do you need to be an employee of Amazon or what do you require to be an employee of Face book? These are the new careers that are going to dominate the world.

This is a critical moment for all of us, a moment to reflect deeply on how to individually remain relevant in these changing times. This is a fantastic time to be entering the business world, because business is going to change more in the next 10 years than it has in the last 50, all other professionals need to do is to re- invent themselves to continue to be relevant.

What the Corona Virus has done is to turn the tables. It has made some careers obsolete. It requires some careers to change dramatically and it has also created new professions all over a sudden. Career resilience is nothing but re-invention but no career is safe.

BREAK GLASS IN CASE OF EMERGENCY

COVID-19 has brought situations we could never imagine. A great percentage of the population is not working meaning there is no income coming in for basic needs. This was totally unexpected! Times get difficult and when you are not prepared it may seem like the whole world is crashing down on you! You may hate yourself while trying to get through this period. One thing for sure is having money during times like this definitely, make easier for you to get through. A lack of financial preparation in situations like this may make us borrow which in turn will stress you out when the creditor wants their money.

I want to introduce you to a something called an Emergency Fund. This is money you have saved for hard times like this. I recommend you have at least six months' worth of living expenses saved up. These can be inclusive



Ms. Aminah Balunywa
Finance Lecturer

of but not limited to basic needs, transportation. You can tweak it as much as you want! This money should be put on an account that you cannot easily access otherwise if you are anything like me, I'd get

tempted to use it and probably do! This money should be used only during emergencies. Running out of money for the month due to mismanagement does not count as an emergency. I like to use the extreme case like losing your job which is happening to a few people right now! Other than that, this money can be used for unforeseen circumstances. Things you did not expect to happen for example you get into an accident and your car needs about UGX 2,000,000 worth of repairs. Or you are out having a goodnight and accidentally break your brand new iPhone 11 Pro Max screen. Ouch!

Money is never enough but having an emergency fund definitely can create a certain level of confidence and peace in your life. So encourage you to start building your fund just by putting only 5% of you monthly income away.

Kiplimo breaks record at world half marathon



On October 17, 2020, the 19 year old Jacob Kiplimo made history for Uganda with an incredible finish at the World Half Marathon in Gdynia, Poland. The youngster became the first Ugandan to win the race in just 00:58:49. This was a surprise since all eyes were on Joshua Cheptegei who finished in the 4th position. Congratulations Kiplimo.

2021 Afcon qualifiers: Uganda Cranes set to face off with South Sudan.



The Uganda Cranes is set to play its first Qualifier game against South Sudan. The two legged affair will take place on November 9 and 17 respectively. Uganda will host its game at St Marys' Stadium Kitende, home to Vipers Sports Club since Mandela National Stadium is now designated as a COVID-19 Isolation center.

According the Cranes Head Coach Jonathan McKinstry, a squad of 20 foreign based players was summoned which will later be joined by 5 locals who ply their trade in the Star times Uganda Premier League, Dennis Masinde Onyango leads the squad as usual, Jamal Salim, Ronald Mukiibi, Nico

Wakiro Wadada, Elvis Bwomono, Alex Kakuba, Joseph Ochaya, Timothy Dennis Awany, Allan Okello, Michael Azira, Khalid Aucho, Allan Kyambadde, Derrick Nsibambi, Farouk Miya, Arnold Emmanuel Okwi, Alexis Bakka, Fahad Bayo, Kizito Luwagga Edirisa Lubega and Uche Ikpeazu. Messie Jessie Oved Nkounkou Mvoutou of Congo Brazzaville will be the Centre referee as Uganda host South Sudan on November 9, 2020. Uganda Cranes leads group B with 4 points garnered from two matches against Burkina Faso and Malawi respectively. South Sudan is yet to get any point so far.

Know your star



NAME: George Nkurunziza
PROFESSION: FUFA Referee
SCHOOL: MUBS

COURSE: Bachelors' Degree in Human Resource Management
HOW DO YOU BALANCE BOOKS WITH SPORTS? Although in Uganda, Refereeing is not yet a profession, it's too demanding it requires highest levels of fitness. My classes starts at 5pm, which gives time to train. During the season I officiate nearby games and most games are on weekends.

WHAT IS YOUR CAREER OBJECTIVE? I want to be a professional at managing people. Humans are intricate to handle and I believe I have the capacity to do so.

WHY DID YOU RETURN TO SCHOOL AFTER A WHILE? This is my second Degree, I am a graduate of Social Sciences. This specific degree will shape me for what I want to be in future and with this over demanding employment world, one ought to study hard to fit in.

WHY DID YOU OPT MUBS? When it comes to business education in the country, MUBS is number one. They are very organized compared to other institutions, plus the proximity compared to where I stay though exams are super hard to pass.

MESSAGE TO FELLOW STUDENTS; Study hard and focus on your career goals. You may not realize it now but books pay off at a particular time. When you're educated with a qualification, you view life differently from other people.



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