



MUBS

NEWS LETTER

October- 2025

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Empower Women and Youth in
Uganda's Clean Energy Revolution**

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at 28th National Prayer Breakfast
Hosted by President Museveni**

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Announces New Initiatives at MUBSASA
AGM**

EDITORIAL TEAM



Ms. Erinah Najjingo



Ms. Annet Bukenya



Ms. Sumaia Namuyingo



Ms. Babra Owomugisha



Mr. Emmanuel Aisu



Ms. Mwamini
Nanyondo-



Ms. Miria
Amentono



Mr. Mohammad Busulwa



Mr. Vincent Mugabe

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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



Leadership for a New Era at MUBS

Makerere University Business School (MUBS) community is delighted to extend a heartfelt welcome to our new Ag. Deputy Principal, Assoc. Prof. Rachel Mindra Katoorogo. This marks an exciting chapter in the continued growth and excellence of our institution, as we embrace fresh leadership and new perspectives to guide us forward.

Leadership is not just about management; it is about vision, collaboration, and inspiring those around you to achieve collective success. With Assoc. Prof. Katoorogo joining our leadership team, we are confident that MUBS will continue to strengthen its academic excellence, innovation, and engagement with both students and stakeholders.

The role of the Ag. Deputy Principal is pivotal in shaping strategies that impact teaching, research, and community engagement. We are optimistic that under Assoc. Prof. Mindra's guidance, MUBS will scale greater heights and enhance its standing as a leading institution in the region.

Her appointment as Ag. Deputy Principal is not only a milestone for MUBS but also a source of inspiration for women across our institution and beyond. Her leadership sends a powerful message that competence, vision, and dedication knows no gender boundaries.

For female students, staff, and aspiring leaders, Assoc. Mindra embodies what is possible when talent meets

opportunity. Her presence in the senior leadership team underscores MUBS' commitment to gender inclusivity and demonstrates that women can excel at the highest levels of academia and administration.

Her leadership encourages mentorship, nurtures confidence, and inspires women to pursue their ambitions boldly. It also reinforces the importance of creating an environment where diverse perspectives thrive, ensuring that MUBS continues to grow as a place of equal opportunity, innovation, and excellence.

As we welcome Assoc. Prof. Mindra, we also reaffirm our commitment as a community to support the leadership team, collaborate across departments, and collectively contribute to the realization of MUBS' vision. Let us embrace this new chapter with enthusiasm, unity, and dedication, confident that together, we can achieve even greater milestones.

Once again, we extend a warm welcome to Assoc. Prof. Rachel Mindra Katoorogo, and we look forward to the positive impact her leadership will bring.

Erinah Najjingo
Editor MUBS News

Assoc. Prof. Rachel Mindra Katoorogo Appointed Acting Deputy Principal of MUBS



Assoc. Prof. Rachel Mindra Katoorogo appointed as the new Ag. Deputy Principal of Makerere University Business School

October 17, 2025, -In a landmark development, Prof. Moses Muhwezi, Principal of Makerere University Business School (MUBS), officially appointed Assoc. Prof. Rachel Mindra Katoorogo as the new Ag. Deputy Principal making her the first female to ever hold this position in the history of the Institution.

The announcement was made by the MUBS School Secretary, Dr. Francis Yosa, in an official communication to the MUBS community. “This is to inform the MUBS community that, pursuant to Clause 1.3.4 of the MUBS Human Resource Manual (2009, as amended 2024), the Principal has appointed Assoc. Prof. Rachel

Mindra-Katoroogo as Acting Deputy Principal, with effect from October 15, 2025,” Dr. Yosa stated.

He further clarified that the acting appointment shall remain in effect until a substantive Deputy Principal is appointed by the Education Service Commission. The appointment follows an internally advertised, merit-based process overseen by the Appointments Board and noted by the MUBS Council at its 67th Meeting held on October 15, 2025.

At the time of her appointment, Assoc. Prof. Mindra was serving as the Dean of the Faculty of Commerce, a role in which she demonstrated exceptional

leadership, academic rigor, and commitment to student and staff development. Her appointment marks a significant step forward for gender representation in leadership at one of Uganda’s most prominent business education institutions.

Assoc. Prof. Mindra expressed gratitude for the opportunity to serve in this capacity. “It is a great honor and a humbling moment to be entrusted with this role. I hope my appointment inspires more women to pursue leadership positions in academia. I look forward to working collaboratively with all stakeholders to continue advancing the mission and vision of MUBS,” she stated.

Dr. Fred Muhumuza Appointed Chairperson of VisionFund Uganda



Dr. Fred Muhumuza swearing in as the new Chairperson of VisionFund Uganda (VFU)

October 3, 2025 — Dr. Fred Muhumuza, a highly respected economist, Director of the MUBS Economic Forum, and Senior Lecturer at Makerere University Business School, has been appointed Chairperson of VisionFund Uganda (VFU), a leading microfinance institution and subsidiary of VisionFund International.

His appointment marks a strategic milestone for the organization, reinforcing its commitment to strong governance, innovation, and inclusive financial growth across Uganda.

Dr. Muhumuza succeeds Mr. Frederick Mwesigye, who successfully led VFU for the past two years, steering the organization

through a period of significant expansion and innovation. Under Dr. Muhumuza's leadership, stakeholders anticipate continued growth, strengthened institutional performance, and enhanced impact on communities through inclusive finance initiatives.

The appointment was formally announced at a high-profile ceremony held at the Golden Tulip Hotel in Kampala, which also celebrated the commissioning of VFU's new head office in Kamwokya a landmark achievement reflecting the organization's operational excellence.

Dr. Muhumuza brings over two decades of experience in economic policy, financial sector development,

and institutional reform. He has served as an Economic Advisor to the Minister of Finance, Planning and Economic Development; Research Fellow at the Economic Policy Research Centre (EPRC); and held senior leadership positions at KPMG Uganda and Financial Sector Deepening Uganda (FSDU), where he led initiatives focused on policy reform, governance, and financial inclusion.

The Makerere University Business School (MUBS) community has warmly celebrated his appointment, expressing pride in his continued contributions to national development and extending their best wishes as he assumes this critical leadership role.

Principal Joins National Leaders at 28th National Prayer Breakfast Hosted by President Museveni



His Excellency President Yoweri Kaguta Museveni.

The event, held annually, brings together Uganda's Top Leaders from Government, Academia, Religious Institutions, and Civil Society to reflect, pray, and reaffirm national values. This year's theme, **"The Power of Forgiveness and Reconciliation,"**

was anchored in Matthew 18:21–35, emphasizing the need for grace, unity, and healing in both personal and national spheres.

Prof. Muhwezi expressed deep appreciation for the opportunity to attend. "It was humbling to join other National Leaders at State House Entebbe for the 28th National Prayer Breakfast fellowship," he said. "The theme on the power of forgiveness and reconciliation was appropriate for the season. To God be the glory."

The Principal also extended thanks to President Museveni and First Lady Maama Janet Museveni for their humility and leadership in hosting the spiritual gathering.

October 8, 2025—Makerere University Business School (MUBS) Principal, Prof. Moses Muhwezi, joined other national leaders at the 28th National Prayer Breakfast held at State House, Entebbe, and hosted by

Prof. Muhwezi Engages Regional Campus Guild Leaders on Student Welfare and Campus Integration

October 6, 2025 — Makerere University Business School (MUBS) Principal, Prof. Moses Muhwezi, held a strategic engagement with Regional Campus Prime Ministers and Guild Representatives to discuss key student concerns and strengthen the relationship between the main campus Nakawa and regional Campuses.

The meeting, held at the MUBS Main Campus, aimed at aligning leadership across all campuses and identifying practical solutions to ongoing challenges affecting students. Central to the discussions

were issues of student welfare, effective communication, and training for new student leaders.

"Today, I met with the MUBS Regional Campus Prime Ministers and Guild Representatives to align and find solutions to various issues and challenges," Prof. Muhwezi shared via social media. "Among these are student welfare concerns, bridging the gap between Main Campus and Regional Campuses, and providing training for new leaders."

The Principal emphasized the

need for continuous dialogue, collaboration, and capacity-building for student Leaders to ensure that concerns from all Campuses are addressed equitably. He also reaffirmed MUBS' commitment to inclusive leadership and improved service delivery across its campuses.

The meeting marks a step forward in unifying student leadership structures across the institution and ensuring that Regional Campuses remain fully integrated in the decision-making and development processes of MUBS.

MUBS Leadership Commends Staff and Announces New Initiatives at MUBSASA AGM



Some MUBS Top Management Members together with the MUBSASA members after the AGM

On October 16, 2025, Makerere University Business School (MUBS) Principal, Prof. Moses Muhwezi, praised the Administrative Staff for their outstanding contributions during the 5th Annual General Meeting of the MUBS Administrative Staff Association (MUBSASA).

Prof. Muhwezi congratulated staff on personal and professional milestones, including promotions, marriages, and celebrations, urging everyone to support one another through life's ups and downs. He highlighted the record number of student admissions this year and called for teamwork to meet growing demands.

The Principal announced that resources have been allocated to support staff pursuing further studies, including PhDs. He encouraged staff to utilize the MUBS SACCO for financial needs and pledged upcoming financial literacy training. Improvements at the MUBS Health Centre, including new medical staff and equipment, were also shared.

Chief Human Resource Officer, Mrs. Christine Nanyombi Mubiru, reaffirmed the HR Directorate's commitment to professional growth, urging staff to take advantage of training opportunities and emphasizing the importance of integrity and teamwork.

MUBSASA Chairperson, Mr. Rogers Mwine, summarized the Association's achievements this year, including successful staff promotions, office space acquisition for the Association, and vibrant staff events. He also highlighted ongoing challenges such as timekeeping and appraisal processes, encouraging staff to stay motivated and united.

Looking ahead, the Association plans to visit Regional Campuses and introduce financial literacy sessions and corporate wear for staff in 2026.

Let us continue to work hard, support each other, and build a stronger MUBS together!

MUBS Don Wins Best Paper Award at Tsinghua University Forum Beijing, China

The Faculty of Management at Makerere University Business School (MUBS) has once again earned international recognition, with one of its Academic Staff delivering an award-winning presentation at the prestigious Area Studies Forum 2025 held at Tsinghua University, Beijing.

Mr. Asuman Matongolo, a Lecturer in the Faculty of Management, was

honored for presenting the Best Paper at the global forum, which brings together leading scholars and researchers from around the world to explore interdisciplinary issues in development, policy, and regional studies. His paper stood out for its originality, research depth, and relevance to contemporary global challenges, reflecting the growing impact of MUBS scholars on

the international academic stage.

“We are proud to see our staff representing Uganda and MUBS at such a high level. Congratulations, Asuman.

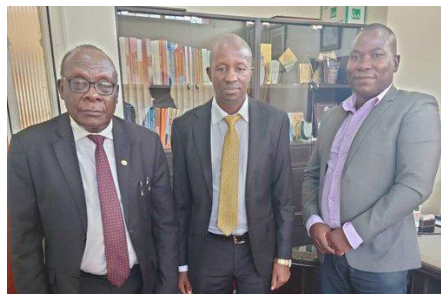
The Area Studies Forum at Tsinghua University is a key platform for advancing collaborative research and policy dialogue on issues affecting Africa, Asia, and the global South.

MUBS Hosts Renowned Scholar Prof. Eriabu Lugujjo

Makerere University Business School (MUBS) had the honour of hosting Prof. Eriabu Lugujjo, a distinguished academic and a leading figure in Uganda's higher education and engineering sectors.

Prof. Moses Muhwezi, Principal of MUBS, welcomed Prof. Lugujjo to the School, recognizing his outstanding contributions to academia and leadership across the country. The visit served as a platform to exchange ideas on strengthening academic leadership, promoting institutional collaboration, and aligning higher education with national development goals.

Prof. Lugujjo's career spans several decades and includes key leadership roles such as Dean of the Faculty of Technology at Makerere University and Vice Chancellor of Ndejje University.



Prof. Moses Muhwezi and Prof. Eriabu Lugujjo at Makerere University Business School

Prof. Lugujjo currently serves as the Executive Director of the Uganda Vice Chancellors' Forum, where he continues to influence higher education policy and institutional advancement nationwide. “It was a pleasure to host Prof. Lugujjo at MUBS,” said Prof. Muhwezi. “His leadership and longstanding contributions to higher education are both inspiring and impactful. We were honoured by his visit and

the opportunity to discuss the future of academia in Uganda.”

The visit reinforced MUBS' commitment to engaging with leading thinkers and practitioners in education, as the institution continues to position itself as a centre of academic excellence, innovative research, and global relevance. The visit provided a platform for fruitful discussions on academic leadership, curriculum development, and the evolving role of Universities in addressing National Development priorities.

MUBS continues to position itself as a hub of thought leadership, welcoming partnerships and engagements that enrich its mission to produce globally competitive graduates and innovative research for Africa's development.

MUBS Research Team Recommends Electrified Metro System to Transform Kampala's Urban Transport



Assoc. Prof. Saadat Kimuli Nakyejwe, in a blue dress with a veil, and Dr. Ismael Nkambwe, (Purple Tie), with participants at the dissemination workshop held at the MUBS Annex, Bugolobi

September 30, 2025 — A multidisciplinary team of researchers led by Dr. Ismael Nkambwe, Head of Department Projects and Small Business Management at Makerere University Business School (MUBS), has proposed the introduction of an electrified metro rail system as a sustainable solution to address Kampala's growing urban transportation challenges.

The findings were shared during a dissemination workshop held at the MUBS Annex, Bugolobi, under the study titled: **“Sustainable Urban Transportation Planning: Integrating a Metro System into Kampala Metropolitan's Transport Sector.”**

The research was conducted under the Makerere University

"The study also revealed limited public awareness of metro rail systems but a strong willingness among commuters to adopt the service especially if it promises time and cost savings."

Research and Innovation Fund (RIF 5) and brought together a team comprising of: Assoc. Prof. Saadat Kimuli Nakyejwe – Senior Lecturer, MUBS; Dr. Sendawula Kasimu – Lecturer, Makerere University; Dr. Eng. Ismail K. Kizza – Lecturer, CEDAT, Makerere University; Nashua Nabaggala – Graduate Assistant, MUBS

Presenting the findings, Assoc. Prof. Nakyejwe noted that Kampala's rapid urbanization, population

growth, and increasing motorization have led to severe traffic congestion, high transport costs, and environmental degradation. “The existing transport system, largely reliant on taxis, buses, and boda bodas is overstretched and unable to meet the demands of a growing urban population. An electrified metro system presents a transformative opportunity to enhance mobility, reduce emissions, and support Uganda's long-term development goals,” she said. The study also revealed limited public awareness of metro rail systems but a strong willingness among commuters to adopt the service especially if it promises time and cost savings.

The research team outlined several policy recommendations, including: Establishing the Kampala

MUBS Research Team Recommends Electrified Metro System to Transform Kampala's Urban Transport



(L-R) Lead researcher Assoc. Prof. Saadat Kimuli Nakyejwe, Dr. Ismael Nkambwe, and Dr. Eng. Ismail K. Kizza

Metropolitan Transport Authority to coordinate urban transport regulation and planning. Creating a National Metro Development Fund (NMDF) under the Ministry of Works and Transport to mobilize funding through public-private partnerships and climate finance.

Investing in metro-enabling infrastructure such as park-and-ride stations, dedicated feeder routes, and digital ticketing, and Strengthening stakeholder capacity and public awareness through training, media campaigns, and collaboration with transport unions.

The study emphasized the importance of involving transport associations like UTOF, SafeBoda,

Efficient urban transport is crucial for the growth of industrial parks and economic zones. A metro system will significantly reduce congestion, boost productivity, and support environmentally sustainable development

and boda boda unions in sensitization programs, pilot last-mile projects, and workforce transition initiatives, ensuring inclusive participation in the metro system rollout. “This Metro System is not just a technological solution; it is a social and economic opportunity to reimagine public transport in Kampala,” said Dr. Nkambwe.

The Chief Guest, Ms. Christine Nagasha, Director of the Industrial Park Development Division at the

Uganda Investment Authority, was represented by Mr. Julius Sempembo Serunjogi. In her remarks, she acknowledged the research as timely and relevant to Uganda’s Development Vision. “Efficient urban transport is crucial for the growth of industrial parks and economic zones. A metro system will significantly reduce congestion, boost productivity, and support environmentally sustainable development,” she said.

The workshop was attended by transport sector stakeholders, policymakers, academic staff, and development partners. Many praised the research as a practical and forward-looking blueprint for solving Kampala’s persistent urban mobility crisis.

Experts Urge Researchers to Embrace Strategic Publishing at the 29th MUBS AIMC



Prof. Nixon Kamukama Arinaitwe, Deputy Vice Chancellor (Academic Affairs), Mbarara University of Science and Technology (MUST), seated fourth from the right, with participants of the 29th AIMC 2025 at Imperial Golf Course Hotel, Entebbe.

September 24, 2025- Day Two of the MUBS Annual International Management Conference 2025, held on September 24, focused on the academic and research agenda, drawing scholars, researchers, and students from various institutions. The keynote address, delivered by Prof. Nixon Kamukama Arinaitwe, Deputy Vice Chancellor (Academic Affairs) at Mbarara University of Science and Technology (MUST), emphasized strategic approaches to academic publishing.

In his presentation titled **"The Unwritten Rules of Scholarly Publishing: Strategies to Go from Rejection to Recognition,"** Prof. Kamukama advised researchers to align their work with relevant journals and understand the expectations of their target audiences.

"I strongly believe that skills-based education for Uganda is different from that of Washington. We must adopt methodologies that reflect the African context. That's why this year's conference theme focuses on employability,"

"Knowing your audience can significantly guide your writing style and research focus. Aligning your work with the right journal increases your chances of acceptance," he said. He further noted that timing is critical in academic publishing, especially around major conferences when journals receive a high volume of submissions. "There are hidden norms in publishing that aren't mentioned in author guidelines. Understanding

these can make the difference between rejection and acceptance," he added.

The session also featured a keynote speech from Prof. Moses Muhwezi, Principal of Makerere University Business School (MUBS) who called for stronger collaboration between academia and the business sector to ensure research and education address real-world challenges. "As academicians, we do not have all the answers, the industry does. There should be a point of connection between academia and the business community to find those answers," Prof. Muhwezi stated.

Prof. Muhwezi reiterated MUBS' commitment to fostering employability and entrepreneurship through skills-based education tailored to Uganda's unique

Experts Urge Researchers to Embrace Strategic Publishing at the 29th MUBS AIMC



Some of the MUBS staff who attended the 29th AIMC in a group photo

development needs. “I strongly believe that skills-based education for Uganda is different from that of Washington. We must adopt methodologies that reflect the African context. That’s why this year’s conference theme focused on employability,” he explained.

Prof. Muhwezi noted that MUBS is undertaking comprehensive curriculum reforms focused on competency based development, experiential learning, and strategic partnerships with industry. He emphasized the School's dedication to equipping students with the hands-on skills necessary for driving innovation and sustainable development across the continent. Prof. Muhwezi further explained that MUBS has already embedded

hands-on training into several of its academic programs. “The goal of MUBS as a business institution is to produce graduates who are capable of creating opportunities and contributing meaningfully to society,” he noted.

He added that practical training in ICT, business communication, entrepreneurship, and problem-solving has been integrated into the curriculum to ensure that students graduate with not only academic knowledge but also the competencies needed to lead, innovate, and make a tangible impact.

Prof. Muhwezi also urged researchers to prioritize the dissemination of their findings,

ensuring that academic work reaches policymakers, communities, and the wider public. “Makerere University produces over 2,000 research articles annually, half from the medical field. If this research were used by policymakers, it could create real impact. We need to be more aggressive in sharing our findings. Instead of hard copies, we could use social media or even recorded audios,” he suggested.

Prof. Muhwezi’s remarks and Prof. Kamukama’s presentation set the tone for a day filled with engaging discussions, paper presentations, and workshops focused on equipping future business leaders and researchers with tools to address real-world challenges.

Uganda Must Urgently Bridge Skills Gap to Compete in Global Economy — Dr. Safinah Kisu Museene



Dr. Safinah Kisu Museene, Commissioner for Health Education and Training at the Ministry of Education and Sports, seated in a veil, poses with AIMC delegates in a group photo

September 25, 2025 – Uganda’s Commissioner for Health Education and Training at the Ministry of Education and Sports, Dr. Safinah Kisu Museene, has sounded the alarm over the country’s persistent skills gap, calling for urgent reforms in education and stronger partnerships between academia and industry to better prepare graduates for the rapidly evolving job market.

Speaking as the Keynote Guest on the third day of the MUBS 29th Annual International Management Conference held at Imperial Golf Hotel, Entebbe, Dr. Safinah Kisu Museene underscored the growing disconnect between academic instruction and the evolving needs of the modern workforce, shaped by AI and global economic shifts.

“We are in an era defined by rapid technological change, unpredictable

The question remains: Are our graduates truly ready for the world of work?”

— **Dr. Safinah Kisu Museene**

labor markets, and a workforce that is inadequately equipped for emerging opportunities,” she said. “Artificial Intelligence is reshaping industries, finance, healthcare, education, agriculture, and beyond, faster than our curricula can adapt. The question remains: Are our graduates truly ready for the world of work?”

Despite thousands of students graduating annually from Uganda’s universities and Tertiary Institutions, including over 5,200 graduates at Makerere University Business School in 2024. Dr. Museene cited growing employer

concerns about graduates lacking the technical, soft, entrepreneurial, and innovation skills critical for productivity and competitiveness. “This persistent gap is not just a concern for the education sector; it threatens Uganda’s socio-economic growth, productivity, and global competitiveness,” she warned. “It leads to reduced innovation, high employee turnover, and increased operational costs.”

Dr. Museene emphasized that closing the skills gap is central to Uganda’s National Development Plan (NDP) V (2025/26–2029/30), which places Public-Private Partnerships (PPPs) at the heart of Uganda’s transformation agenda. “Bridging the skills gap is not just an educational challenge, it is a national imperative for economic growth, social transformation, and youth empowerment,” she said.

Uganda Must Urgently Bridge Skills Gap to Compete in Global Economy — Dr. Safinah Kisu Museene

Key government policies, including the TVET Policy (2019) and the newly enacted TVET Act (2025), lay the groundwork for systemic reforms in education and workforce readiness. Dr. Museene called for stronger policy and regulatory frameworks to guide collaboration between education Institutions and employers.

She stressed the importance of incentives, such as tax reductions and formal recognition, to attract private sector participation in skills development. Clear structures for internships, apprenticeships, and industry attachments must also be implemented consistently across Universities and training institutions.

Dr. Museene called for urgent curriculum reform to align education with evolving market needs. She urged Institutions to collaborate with employers and industry experts to design competency-based, practical programs that go beyond theory. In addition to technical skills, students must also master essential soft skills like teamwork, communication, and critical thinking.

She emphasized the value of strong partnerships between academia and industry, recommending formal agreements (MoUs) with sectors such as ICT, healthcare, and oil & gas. These partnerships should create clear engagement pathways, including



Dr. Safinah Kisu Museene delivers her keynote address on the third day of the 29th AIMC in Entebbe

internships, apprenticeships, and co-developed curricula.

Dr. Museene highlighted the role of Innovation Hubs and Incubation Centers, supported by Private Sector mentors and investors, in helping students turn ideas into viable businesses. Institutions like MUBS, Makerere University, and UPIK demonstrate the power of public-private Partnerships (PPPs) in delivering industry-standard training.

To support hands-on learning, she called for joint investments in modern infrastructure, engineering labs, ICT hubs, and health simulation centers. Resource sharing between Universities and the private sector can greatly enrich practical learning experiences.

On financing, Dr. Museene pointed to the TVET Act (2025) and the proposed Skills Development Fund

as key mechanisms to support scholarships, apprenticeships, and startup capital. Mobilizing private sector contributions will be essential for long-term sustainability.

She stressed the need for strong monitoring and evaluation, including graduate tracer studies and feedback loops from employers, to keep programs relevant and accountable.

Dr. Museene concluded by highlighting successful local initiatives like the MUBS Innovation and Incubation Centers, which nurtures student startups. She urged all stakeholders, government, academia, and industry, to move from discussion to bold, collaborative action. Uganda's graduates, she argued, must be prepared not just for today's jobs, but for the rapidly changing demands of the future.

MUBS Opens 29th Annual International Management Conference with Focus on Research, Innovation, and African Development



Ms. Olive Birungi Lumonya, Chairperson of the MUBS Council (in pink), and Prof. Moses Muhwezi, MUBS Principal (seated second from the right), pose in a group photo with conference delegates.

September 23, 2025- Makerere University Business School (MUBS) officially opened its 29th Annual International Management Conference (AIMC) on Tuesday, September 23, 2025, at the scenic Imperial Golf View Hotel, Entebbe, with a strong focus on research, skills-based employability, and the transformation of African education systems.

The event began with the much-anticipated Doctoral Symposium, a key platform designed to support PhD students as they engage with leading scholars on cutting-edge research and theory.

The Guest Speaker Prof. Richard Shambare, Dean of Management and Commerce at the University of Fort Hare, lauded MUBS for its leadership in business research

"Rethink the future of education: In a world shaped by AI, automation, and digital disruption, we must build systems that nurture entrepreneurial agility, ethical leadership, and digital fluency,"

and education in the region. He emphasized the urgent need for PhD students to focus on practical and Africa-relevant solutions to the continent's socio-economic challenges. "Our problem is that we produce solutions and goods we do not consume, and consume those we do not produce. This limits our competitive advantage on the global market," said Prof. Shambare.

He further encouraged students to fully understand their research instruments, including conceptual frameworks and methodologies, stressing that meaningful research must be both valid and applicable.

Delivering the Keynote Address, Prof. Samuel Ssejjaka, Principal of MAT Abacus Business School, paid tribute to MUBS pioneers Prof. John Chrysestomus Munene and Prof. Augustine Ahiauzu, (RIP) recognizing their instrumental roles in shaping the MUBS PhD program. "Today, I stand on the shoulders of giants who made it possible for us to realize this dream," he remarked.

He emphasized the importance of academic self-critique and warned against confirmation bias: "Academic rigor requires that we



Prof. Samuel Ssejjaka addressing participants at the 29th AIMC Doctoral Symposium in Entebbe

question every assumption. The research process must be foolproof, our results must be valid, not just desirable,” he noted.

Prof. Ssejjaka challenged doctoral candidates to maintain academic rigor and objectivity in their work. “Too often we are fixated on confirming our own biases rather than interrogating the truth. Academic research demands that we challenge every assumption and ensure our findings are not spurious,” he noted.

He called for greater attention to issues of validity, reliability, and intellectual honesty in the research process.

In her remarks, Ms. Olive Birungi Lumonya, Chairperson of the MUBS Council, applauded the conference organizers and

partners for sustaining the AIMC for 29 years, noting its evolution in both substance and impact. She challenged participants to rethink the future of education: “In a world shaped by AI, automation, and digital disruption, we must build systems that nurture entrepreneurial agility, ethical leadership, and digital fluency,” she said.

Her call to action: Translate conference insights into real change for Africa's education systems. She highlighted the relevance of this year's theme, calling for a radical rethinking of Africa's educational systems in the face of global change.

“What kind of education truly empowers our graduates? What skills are required not just to survive, but to lead in the world of tomorrow?” she asked.

“Let us leave this gathering with more than ideas and resolutions to create education systems that empower graduates to solve problems, create value, and lead change,” she concluded.

Welcoming both local and international participants, MUBS Principal Prof. Moses Muhwezi emphasized the importance of skills-based employability and relevant research. He encouraged PhD students to embrace philosophical thinking in their work: “Philosophy helps uncover theoretical gaps and strengthens research validity. Our aim is to generate knowledge that is accurate, applicable, and transformative.” He urged PhD students to remain curious, adaptive, and impactful in their research journeys.

29th AIMC Highlights Urgent Call for Industry-Academia Collaboration to Tackle Youth Unemployment in Africa



Mr. Ernest Rubondo, Executive Director of the Petroleum Authority of Uganda, is appreciated by MUBS Council Vice Chairperson Mr. James Mwesigwa, as Principal Prof. Moses Muhwezi and Prof. Vincent Bagire look on

September 26, 2025 - The final day of the 29th Annual International Management Conference hosted by Makerere University Business School, featured a high-level Business Forum Day. This strategic platform brought together academics, industry practitioners, policymakers, and students to discuss current and emerging issues in business and management, with a key focus on employability in Africa.

Delivering the Keynote Address was Mr. Ernest Rubondo, Executive Director of the Petroleum Authority of Uganda, who spoke on the topic: "The Future of Work: Developments in the Oil and Gas Sector and Employability in

"We are seeing about 800,000 young Ugandans entering the job market annually. However, a significant skills mismatch leaves many unemployed or underemployed, an issue echoing across Africa"

Africa." He encouraged the youth to take advantage of the growing opportunities in the oil and gas industry, which is becoming a key sector in the region's economic development. "Africa's future is powered by its youth, and perhaps nowhere is this more evident than in Uganda, one of the world's youngest countries, with nearly

80% of the population under the age of 30," Mr. Rubondo stated.

Rubondo, a respected authority in the field and recipient of the SPE Africa Regional Director Special Award, highlighted the necessity of aligning educational systems with the evolving demands of the industry. "Uganda's oil and gas sector has adopted a systematic approach to skilling, including demand-driven training, multi-stakeholder investment, industry partnerships, and certification to international standards.

29th AIMC Highlights Urgent Call for Industry-Academia Collaboration to Tackle Youth Unemployment in Africa



Business experts share insights with conference delegates at the 29th AIMC in Entebbe

The ultimate legacy of the sector will not only be measured by the resources extracted, but by the human capital we build."

Speaking during the same forum, Ms. Betty Jackie Namubiru, Manager of National Content at the Petroleum Authority of Uganda, highlighted the pressing issue of youth unemployment. "Approximately 800,000 young Ugandans enter the workforce every year. However, a significant skills gap leaves many unemployed or underemployed, a challenge shared across the continent," she said. "Bridging this gap requires a continent-wide shift in strategy focused on three priorities: reorienting skills, investing in digital infrastructure, and fostering innovation."

Supporting these insights, Dr. Mercy Kainobwiso, Registrar General, praised the AIMC platform as a vital link between academia and the market, stating:

"This platform is timely, it enables us to move beyond theoretical knowledge to practical applications that benefit real people." Adding to the discourse, Prof. Richardson Shambare, Dean of the Faculty of Management and Commerce at FortHare University, South Africa, applauded the Ugandan government's investment in the oil and gas sector through PAU, calling it "a commendable effort toward creating sustainable employment opportunities."

Prof. Moses Muhwezi, Principal of MUBS, called upon the business community to actively support academic Institutions through partnerships, research collaboration, and sponsorship. "The Business School stands at the intersection of the humanities and the sciences. This unique position allows us to balance knowledge and wisdom, but only with your support," he told attendees. He further urged students to

pursue self-education through books, online courses, and tutorials, noting that such initiatives promote proactive learning and help bridge the skills gap. "Those with knowledge will survive; those without will fall," he concluded.

The 29th AIMC Chairperson, Assoc. Prof. Geoffrey Mayoka Kituyi, expressed gratitude to all participants, local and international, physical and virtual for their contribution to the success of AIMC 2025. He also thanked the MUBS Council, the Principal, sponsors, and partners for their continued support.

The AIMC, hosted by Makerere University Business School, continues to serve as a platform for exploring cutting-edge research, innovation, and actionable strategies that align Africa's educational systems with evolving global markets.

Faculty of Management to Host 30th MUBS Annual International Management Conference in 2026

The Faculty of Management at Makerere University Business School is proud to announce its selection as the official host of the 30th Annual International Management Conference (AIMC-2026). The announcement was made during the closing ceremony of the successful 29th AIMC held in Entebbe, which brought together academics, policymakers, and industry leaders from across Africa and beyond.

Now entering its third decade, AIMC is recognized as one of Africa's premier platforms for the exchange of knowledge, research, and innovative ideas in the fields of management and development. AIMC-2026 will build on this legacy with a forward-looking agenda focusing on the future of work, digital transformation, and

sustainable development in Africa.

"We are honored to host the 30th AIMC," said Dr. Joshua Mugamba, Dean of the Faculty of Management. "This milestone is both a celebration of our achievements and a platform for deeper dialogue on Africa's development through management education and research."

The 2026 conference is expected to attract a diverse audience of scholars, researchers, policy experts, and professionals. The event will include keynote addresses, panel discussions, academic paper presentations, and strategic forums tackling critical issues in management, education, and inclusive growth.

Established in 1999, the Faculty of Management is one of the founding faculties of MUBS. It is committed to producing competent graduates equipped with the knowledge, skills, and values necessary to drive economic and social development. The Faculty offers Bachelor's and Master's programs in Human Resource

Management and Leadership & Governance.

It also hosts the MUBS Leadership Centre and the Knowledge Management Centre, both of which promote thought leadership, research, and consultancy in leadership and management.

The Faculty strongly values internationalization as a key enabler of innovation and global relevance. It has signed Memorandum of Understanding (MoUs) with several regional and international institutions, including: China Agricultural University (China), University of Fort Hare (South Africa), University of Ghana Business School, University of the Western Cape (South Africa), University for Peace (Somalia), Moi University (Kenya), Institute of Advanced Leadership (Uganda)

Additionally, the China-Uganda Research Network was established to promote focused research on international dynamics and enhance evidence-based learning in emerging areas of management. These partnerships support joint research, faculty and student exchange programs, and the development of innovative teaching practices.



MUBS Students Showcase Tech Innovations at AIMC 2025



Akankunda Lonitah, a third year student of Business Computing



Matovu Mathew Phillip a MUBS student of Business Computing

Students from Makerere University Business School demonstrated cutting-edge innovations at the 29th Annual International Management Conference held at Imperial Golf View Hotel. The showcase highlighted MUBS' commitment to producing graduates equipped to solve real-world challenges through technology.

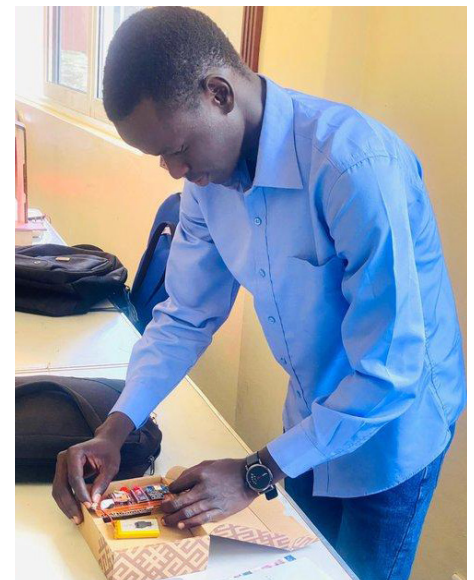
The student innovation exhibition provided a platform to display solutions aimed at addressing critical societal issues. Among the standout projects was an Automated Traffic Lights System by Akankunda Lonitah, a third-year Business Computing student. Her project addresses the problem of vehicle congestion and long delays at junctions by using intelligent automation to regulate traffic flow more efficiently.

Another innovative solution was

presented by Matovu Mathew Phillip, also a Business Computing student, who developed an Automated Car Parking System. Leveraging Artificial intelligence and Internet of Things (IoT) technologies, his system aims to reduce inefficiencies and congestion in parking spaces, common in urban areas.

Opio Emmanuel, a Bachelor of Business Computing (BBC) student, introduced an Accident Detection and Alert System. His project focuses on improving emergency response times by automatically detecting road accidents and sending alerts to relevant authorities and emergency services, especially in remote or less accessible areas.

The students' innovations not only showcased technological creativity but also emphasized the role of business education in fostering practical problem-solving skills.



Opio Emmanuel BBC student at MUBS

Through such platforms, MUBS continues to bridge the gap between academic knowledge and industry needs, preparing students to become future-ready professionals.

MUBS HR Chief Launches Green Enterprises Training, Advocates for Sustainable Business Practices

October 17, 2025 – Ms Christine Nanyombi Mubiru, the Chief, Human Resource Officer Makerere University Business School (MUBS), officially opened a two-day training on Green Enterprises at the MUBS main campus, urging participants to champion sustainability across all areas of professional practice.

Speaking at the launch, Ms Nanyombi called for the integration of green entrepreneurship into office management, teaching, and Institutional decision-making. She emphasized the growing need for environmentally responsible business models that reduce waste, conserve resources, and prioritize innovation.

“As leaders and educators, we have a responsibility to embed sustainability into everything we do. Green entrepreneurship is not just a trend, it’s a necessity,” she emphasized. “We must begin to assess the environmental cost of our actions and leverage innovation to build smarter, more sustainable



Ms. Christine Nanyombi Mubiru together with participants of the Green Enterprise training

enterprises.”

The training aimed to equip participants with practical knowledge on sustainable business practices, environmental impact assessment, and green innovation. It brought together administrative staff, teaching staff, and other stakeholders, the youth committed to incorporating eco-friendly principles into their work.

The initiative reflected MUBS’s broader commitment to sustainable development and aligned with the global efforts to combat climate change through education and entrepreneurship.

Sessions during the training included topics on green business planning, waste reduction strategies, sustainable procurement, and integrating environmental education into curricula. Participants also engaged in group discussions and practical exercises designed to promote actionable change within their respective roles.

The training concluded with a call to action for attendees to serve as sustainability champions within their departments and beyond.



**INTERNATIONAL OPERATIONS RESEARCH
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2025

THEME

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Collaborating Institutions



Makerere University Business School (MUBS)



University of Dar es Salaam (UDSM)



University of Nairobi (UoN)

MUBS Jinja Campus Participates in Ozone Layer Day 2025 with Community Cleanup and Tree Planting

September 16, 2025 - MUBS Jinja Campus joined residents of Njeru Municipality in commemorating the International Day for the Preservation of the Ozone Layer, taking part in a community-led cleanup and tree planting exercise.

The global event, held annually on September 16, was celebrated under the theme “From Science to Global Action”, emphasizing the collective responsibility to protect the environment and secure the planet’s future. The local activities were organized by Mbiko Parish in partnership with the Chairperson LC3 of Njeru Central Division, bringing together stakeholders from across the municipality. The program featured a cleanup of Njeru Market and tree planting along the Jinja–

Kampala Highway, symbolizing community-driven action for environmental sustainability. MUBS Jinja Campus was among the key participants, with students actively involved in the exercise. Their participation not only demonstrated the institution’s commitment to environmental conservation but also provided an opportunity to engage with community members and local leaders. Rt. Hon. Ruth Ajambo, Campus Guild Prime Minister at MUBS Jinja, described the Ozone Day event as a call to action, highlighting the role of science and community in driving change. She thanked Assoc. Prof. Noah Mwelu, Campus Chief, and the participating students for their commitment.

She also commended Ms. Irene Benham Namutebi, Deputy Director of the MUBS Environment Management Unit, for her leadership in promoting environmental stewardship.

Ms. Irene Benham Namutebi, Deputy Director and Manager of the MUBS Environment Management Unit, reaffirmed the institution’s commitment to promoting environmental responsibility, leadership, and civic engagement among students. “The participation of our students in this activity reflects our broader mission of producing socially responsible graduates who contribute meaningfully to community development,” she noted.



Ms. Irene Benham Namutebi (left), Deputy Director of the MUBS Environment Management Unit, with students participating in the Ozone Day cleanup activity

Procurement students Lead Cleaning Initiative at Nakawa Market



Procurement students from MUBSPA participate in a community cleanup initiative at Nakawa Market, promoting hygiene and environmental responsibility.

September 26 – In a remarkable display of community service and social responsibility, the Makerere University Business School Procurement students through their Association (MUBSPA) successfully carried out a cleaning exercise at Nakawa Market, one of Kampala’s busiest trading hubs.

The initiative, aimed at promoting hygiene and environmental sustainability, drew dozens of enthusiastic procurement and supply Chain management students who arrived early, armed with gloves, brushes, brooms, and garbage collection materials. The team worked hand in hand with market vendors to clean drainage channels, sweep stalls, and dispose of waste responsibly. The activity was warmly received by the market vendors, many of whom

paused their business activities to engage with the students and support the efforts. Several expressed heartfelt appreciation, not only to the students for their energy and commitment but also to Makerere University Business School for instilling such a strong sense of civic duty in its learners.

“We are very happy to see young people coming to help us clean the market,” said a vegetable vendor at Nakawa Market. “It shows that they care about us and the environment we all share. May God bless them.”

Leaders from MUBSPA noted that the exercise was part of a broader outreach program aimed at building bridges between the university and surrounding communities, while also fostering a culture of responsible procurement and

sustainability among students. “This is more than just cleaning,” said John Ssemwanga, MUBSPA President. “It’s about showing leadership, compassion, and commitment to public welfare. As future procurement professionals, we must always think beyond offices and contracts. Service to the community is part of our duty.”

The event ended with a dialogue between MUBSPA representatives and market vendors, emphasizing sustainable waste management and community cooperation. It successfully strengthened ties between MUBS and the Nakawa business community, highlighting the impact of youth-led initiatives in promoting positive change and driving positive change.

MUBS Crowned Champions at Kenya International Open Wood ball Championship



MUBS team beams with joy after being crowned champions at the Kenya International Open Woodball Championship.

September 26, 2025-Makerere University Business School (MUBS) emerged victorious, clinching the championship title at the Kenya International Open Woodball Championship, held over the weekend in Nairobi. The tournament brought together top woodball teams from across the East African region, showcasing high levels of talent, discipline, and teamwork.

MUBS dominated the competition with outstanding performances in both the men's and women's categories, reinforcing its reputation as a regional powerhouse in woodball. The team's consistent form and tactical excellence earned them the top trophy, drawing admiration from

fans and fellow competitors alike.

In another highlight of the event, Uganda's Public Service team delivered a standout performance in the Women's Corporate category, demonstrating fitness and determination to secure top honors. Their success reflects the growing depth and competitiveness of corporate woodball in Uganda.

Speaking after the event, officials from the Uganda Woodball Federation (UWBF) praised the teams for their exceptional performances and for proudly representing Uganda on international soil.

"This is a proud moment for Uganda," said a federation

representative. "MUBS continues to lead by example in nurturing sports talent, and the success of the Public Service women's team shows how far we've come in promoting woodball across different sectors."

The Kenya International Open is a key fixture on the Regional Woodball calendar, attracting participation from clubs, institutions, and corporate teams from Kenya, Uganda, Tanzania, and beyond.

With this latest victory, MUBS reaffirms its dominance in the sport, while Uganda strengthens its leadership role in promoting woodball at all levels, from Universities to corporate circles.

MUBS Partners with Uganda Olympic Committee to Launch Sports Education Programs



Officials from MUBS and the Uganda Olympic Committee launch new sports education programs aimed at developing talent and promoting sports excellence.

October 6, 2025- marked a significant milestone at Makerere University Business School (MUBS) as the Principal, Professor Moses Muhwezi, signed a Memorandum of Understanding (MoU) with the Uganda Olympic Committee (UOC) to launch Diploma and Postgraduate Diploma programs in Sports Education. The MoU will be implemented by the Faculty of Business Administration.

The new academic programs will focus on key areas in sports, including sports governance, risk management, sports organization, anti-doping, nutrition, artificial intelligence in sports administration, ethics, planning, and finance. These programs aim to develop professionals capable of driving the growth of Uganda's sports industry.

Prof. Muhwezi expressed appreciation to the UOC for accepting to partner with MUBS, emphasizing the vital role of academia in national development. He also appealed to the Chairperson of the UOC to support underprivileged students by extending access to sports facilities,

noting that many have talent and potential to excel in sports.

Dr. Donald Rukare, Chairperson of the UOC, welcomed the partnership and emphasized the importance of education in professionalizing sports administration in Uganda



MUBS Shines at World Tourism Day 2025 Celebrations in Arua City



Hon. Tom Butime and Assoc. Prof. Milburg Atcero joined the students to celebrate International World Tourism Day in Arua.

September 27, 2025 - MUBS Main Campus and MUBS Arua Campus proudly marked their presence at the 2025 World Tourism Day celebrations held in Arua City. The university's students showcased exceptional talent and dedication, bringing home one trophy and eight medals, a testament to MUBS's commitment to excellence in tourism-related activities and practical training.

Uganda celebrated World Tourism Day under the global theme: **"Tourism and Sustainable Transformation."** The event highlighted tourism's growing role as a driver of economic growth, social change, and cultural preservation. At MUBS, students continue to integrate these principles into their studies, demonstrating how tourism can contribute to sustainable development and

community empowerment.

The celebrations were held at the Arua Golf Course and presided over by the Rt. Hon. Robinah Nabbanja, representing H.E. President Yoweri Kaguta Museveni, as Chief Guest of Honour. In her keynote address, she emphasized the importance of embracing innovation, technology, and sustainable practices in tourism. She noted, "Tourism is not only about beautiful scenery and memorable experiences, but also an engine of economic growth, a source of jobs, and a driver of social change."

Hon. Tom Butime, Minister of Tourism, Wildlife & Antiquities, praised the sector's growth and highlighted that over 1.38 million people have participated in tourism initiatives nationwide. He encouraged continued

investment and innovation, noting that Uganda's natural and cultural resources provide a unique competitive advantage.

MUBS students actively participated in various competitions and presentations, demonstrating the university's focus on experiential learning and practical engagement. Their success at the event reflects MUBS's growing reputation as a hub for developing tourism professionals who are not only academically competent but also socially responsible and innovative.

By engaging in events like World Tourism Day, MUBS continues to empower students to become leaders in the tourism sector, reinforcing the university's mission of excellence in education, research, and community impact.

MUBS Mbarara Alumni Reunite at Memorable Dinner Event



MUBS Mbarara alumni celebrate their reunion with smiles, a cake-cutting ceremony, and gift-sharing during the memorable dinner event.



September 28, 2025 – The Makerere University Business School (MUBS) Mbarara Campus Alumni Chapter held its annual alumni dinner, bringing together former students for an evening of reflection, reconnection, and renewed commitment to supporting the university's mission.

The well-attended event featured a distinguished lineup of speakers, including the MUBS Principal, Prof. Moses Muhwezi; the Mbarara Campus Chief, Dr. Richard Akisimire; the Chairman of the MUBS Alumni Association, Patrick Onene Ezaga, who also serves as a member of the MUBS Council.

In his keynote address, Prof. Muhwezi commended the alumni for their continued engagement and emphasized the importance of building strong linkages between



the university and its graduates. "Alumni are an extension of the university's legacy. Your achievements and contributions in the wider world reflect the values of MUBS, and we are proud of what you represent," he said.

Dr. Richard Akisimire, the Campus Chief, welcomed the alumni back to the Mbarara community and urged them to take an active role in mentoring current students and participating in the development of the campus.

Mr. Patrick Onene Ezaga, speaking as both Alumni Chair and Council

Member, emphasized the power of alumni unity in transforming institutions and communities. "This dinner is more than a reunion it is a call to action. Together, we can support scholarships, mentorships, and infrastructure that uplift the next generation of MUBS leaders," he noted.

Throughout the evening, attendees shared stories of their time at MUBS, celebrated personal milestones, and discussed opportunities to give back to the School.

Building Connection, Purpose, and Culture: MUBS Top Management Retreat 2025



MUBS Top Management poses for a group photo during the 2025 retreat, focused on building connection, purpose, and institutional culture.

From October 1st to 3rd, 2025, the Makerere University Business School (MUBS) Human Resource Directorate brought together members of Top Management for a unique retreat at Brovad Sands Lodge, Kalangala. Set against the tranquil backdrop of Lake Victoria, the retreat was not just a break from the daily administrative routine, it was a purposeful gathering themed **“Building Connection, Purpose, and Culture.”**

The goal of the retreat was to strengthen bonds among the School's leadership, reflect on shared goals, and realign around MUBS' strategic direction. It provided an opportunity to examine interpersonal dynamics, enhance collaboration, and promote a leadership culture rooted in the School's core values, Excellence, Integrity, and Innovation.

In his keynote address, the MUBS

Principal Prof. Moses Muhwezi emphasized the importance of unity, mutual support, and personal accountability among the institution's leadership team. He urged leaders to reflect on their individual growth, noting that self-development fuels institutional progress.

Prof. Muhwezi also highlighted the need for strong social connections and team cohesion, encouraging openness to diverse ideas, stating, “We must learn to tolerate a plurality of thoughts, that is what defines a university.”

The three-day retreat featured a blend of strategic planning and team-building activities, providing leaders an opportunity to reconnect outside their regular work setting.

Ms. Christine Nanyombi Mubiru, the Chief Human Resource Director, expressed her pride in the initiative. “It was truly an

honor to gather together as the top leadership of MUBS, a powerful reminder of what we can achieve when we stand united in pursuit of a common vision.”

She encouraged participants to use the retreat not only to reconnect professionally but also to reignite their passion for the institution's mission.

“Let this be a moment to connect more deeply, ignite fresh thinking, and recommit to the shared purpose that unites us all.”

As the retreat came to a close, participants returned with renewed energy, deeper connections, and a strengthened commitment to shaping MUBS into an institution where leadership is not just about authority, but about purpose, unity, and values in action.

MUBS Marks Library Week with Call to Reconnect with Reading and Innovation



Mr. David Ochari, Acting Librarian at MUBS, is promoting reading, innovation, and a culture of knowledge-sharing during Library Week.

Makerere University Business School (MUBS) held its annual Library Week from October 6 to 10, 2025, urging students and faculty to reconnect with reading and innovation. The week's theme was **"Informed Readers, Empowered Communities"**. The event highlighted the library's enduring role as a hub for knowledge in an increasingly digital world.

MUBS Principal Prof. Moses Muhwezi, described the library as a "natural habitat" for academics and a hub for expanded horizons, especially in an age of digital distraction. "Library Week should serve as a platform to reconnect people with the library, a hub for knowledge and expanded horizons,"

He further stated that, "For academics, the library is

more than just a resource, it's a natural habitat that sparks creativity and provides a much-needed respite from digital overload. I urge everyone to prioritize seeking knowledge and explore innovative solutions, such as digital audio platforms, to enhance the reading experience."

The celebration aimed to raise awareness of the evolving role of libraries in the digital age, urging students and staff to embrace both traditional learning spaces and modern technological platforms. It was a week of reflection, engagement, and renewed commitment to knowledge-seeking.

Mr. David Ochari, Ag. Librarian at MUBS, emphasized the evolving role of libraries in today's learning environment. "In today's knowledge-driven

world, being informed goes beyond simply reading," he said. "It requires digital literacy, critical thinking, and the ability to evaluate and apply information effectively." As the academic year progresses, the message from the Principal and the Library team serves as a timely reminder: in the pursuit of knowledge and innovation, the library remains an essential companion.

A key highlight of the week was the Library Quiz Competition, which brought together students from various faculties in a spirited academic contest. The Faculty of Procurement and Logistics Management emerged as the overall winner, followed by the Faculty of Business Administration in second place, and the Faculty of Commerce in third.

Prof. Muhwezi Opens MUBS–NCDC Curriculum Training Workshop



Prof. Moses Muhwezi- Principal MUBS

Makerere University Business School (MUBS) held a two-day training on adapting faculty to Uganda's Competence-Based Curriculum (CBC) from October 14–15, 2025, at Silver Springs, Bugolobi. The training, organized by the Faculty of Economics, Energy and Management Science, was facilitated by trainers from the National Curriculum Development Centre (NCDC). It aimed to equip academic staff with the knowledge and skills needed to deliver competence-based education effectively, ensuring mastery, equity, and relevance in student learning.

In his opening remarks, MUBS Principal, Prof. Moses Muhwezi, emphasized the importance of embracing educational innovation through the Three-Dimensional

Learning approach, which integrates knowledge, skills, and values to prepare students for real-world challenges. He encouraged academic staff, particularly Deans and Heads of Departments, to pursue postgraduate diplomas in business education a new requirement across universities to better adapt to the CBC.

“Staff need reorientation to effectively mentor, advise, and instruct students, adding value through enhanced content delivery,”

Prof. Muhwezi noted. He further highlighted generational challenges among students, emphasizing the need to balance theory with practical, interactive teaching methods. He also called for improvements in library resources, suggesting the inclusion of audio versions of textbooks to match students' learning preferences, alongside infrastructure upgrades supported by government funding.

Prof. Muhwezi reaffirmed MUBS's readiness for the Competence-Based Curriculum, citing existing initiatives such as guest lectures, internships, mentorship programs, and the Entrepreneurship, Innovation and Incubation Centre as foundational elements that align with CBC principles.

Prof. Ernest Abaho, Chairperson of the MUBS Curriculum Review Committee, described the training as part of the university's journey to becoming a center of excellence. He emphasized project-based learning, a core component of CBC, as a strategy for enhancing students' work readiness and entrepreneurial skills across both arts and science disciplines. “Sustainability, continuous training, monitoring, and support are critical. This is not a burden but a necessary step to prepare faculty and students for the demands of the modern workplace,” he said.

The training sessions, led by Mr. Muganga K. Christopher from NCDC, focused on understanding CBC's key principles, structure, and learning outcomes. He applauded MUBS for leading the adoption of CBC and emphasized the need for updated program designs, teaching methods, and assessment strategies. “CBC is learner-centered, preparing graduates for employment and social problem-solving. Learners actively engage with content and apply knowledge to real-world challenges,” he explained.

The workshop marks a significant step in aligning MUBS faculties with Uganda's Competence-Based Curriculum, strengthening both teaching capacity and student outcomes while fostering a culture of innovation and practical learning.

MUBS Wins \$400,000 Grant to Empower Women and Youth in Uganda's Clean Energy Revolution



L-r Mr. Bonny Kagaba, Prof. Moses Muhwezi, and Dr. Sylvia Manjeri Aarakit, whose research was awarded a prestigious grant

Makerere University Business School (MUBS) has secured a \$400,000 grant from Canada's International Development Research Centre (IDRC) to lead a groundbreaking 24-month project aimed at empowering women and youth entrepreneurs in Uganda to play a pivotal role in the country's clean energy transition.

Running from October 2025 to September 2027, the project will pioneer innovative solutions to accelerate sustainable energy adoption, creating new opportunities for inclusive economic growth and environmental sustainability.

MUBS Principal, Prof. Moses Muhwezi, expressed his excitement: "This grant is a testament to MUBS' commitment to driving innovation and sustainable development. We are proud to empower women and youth to lead Uganda's clean energy future, shaping a greener, more inclusive economy for all."

The project is spearheaded by a dynamic team of experts from MUBS: Dr. Sylvia Manjeri Aarakit (Principal Investigator, Department of Entrepreneurship and Innovation) Dr. Grace Nalweyiso (Co-Investigator, Department of Management

Mr. Bonny Kagaba (Co-Investigator, Department of Entrepreneurship and Innovation) Mr. Joseph Elasu (Co-Investigator, Department of Energy Science and Technology) and Mr. Herbert Murungi (Energy Expert)

This initiative will empower young entrepreneurs, especially women, with the knowledge, tools, and networks to innovate in the clean energy sector, driving Uganda's sustainable development and climate resilience forward.

St. Charles Lwanga Catholic Community Launches Fundraising Drive and Celebrates Milestones at MUBS



Members of the St. Charles Lwanga Catholic Community at MUBS, launch a fundraising drive while celebrating key milestones.

October 2025 — The St. Charles Lwanga (SCL) Catholic Community at Makerere University Business School (MUBS) recently launched a fundraising drive aimed at constructing the Cardinal Emmanuel Wamala Students Centre, a facility set to enhance student activities and spiritual life on campus.

The launch event also celebrated significant milestones of Msgr. Larry Ssemusu, including his 70th birthday, 45 years of dedicated service in the priesthood, and 21 years as chaplain to the MUBS community.

The celebration included a warm welcome for the freshers, the blessing of the newly constituted SCL Board, and the launch of a new book, adding to the spirit of unity and growth within the community.



Msgr. Ssemusu handing over a book to one of the guests at the thanksgiving

Speaking during the event, Msgr. Ssemusu thanked the community for their support over the years and urged students and alumni to contribute generously towards the fundraising efforts to realize the construction of the students' centre.

The Cardinal Emmanuel Wamala Students Centre is envisioned

as a hub for spiritual, social, and academic engagement, supporting the holistic development of MUBS students.

The St. Charles Lwanga Catholic Community continues to foster faith, fellowship, and service among students, staff, and alumni through initiatives such as this.

Faculty of Tourism, Hospitality and Languages Engages Students on Attendance, Participation, and Academic Integrity

October 8, 2025, - the Dean and Heads of Departments at the Faculty of Tourism, Hospitality and Languages convened a strategic meeting with student leaders to reinforce the values of attendance, participation, and academic integrity.

The event was held under the theme: **"Strengthening Student Engagement and Integrity."**

Dean's Call to Action

Assoc. Prof. Milburga Atcero, Dean of the Faculty, encouraged students to embrace a culture of presence and engagement.

"Take attendance seriously as part of effective communication. Encourage your peers to attend classes and engage fully—not only on campus but also in the world of work. Participation and presence are always valuable," she emphasized.

She also addressed the issue of examination malpractice:

"If you are unprepared for an exam, it is better to defer and take it in the next session. Following this advice will help you complete your studies on time and with integrity. Let us work together to uphold academic excellence."

Departmental Insights

Prof. Samson Otengi, Head of the Department of Leisure and Hospitality, echoed the importance of student accountability:

"Make every effort to attend lectures, participate in discussions, and involve yourself in all school activities.

Take responsibility for your actions. If you encounter challenges such as tuition delays, address them early to avoid disruptions during exams."

Administrative Guidance

Faculty Administrator Mr. Twaha Busomba highlighted the importance of planning and time management: "This meeting aims to prepare you to be responsible employees and future leaders. Ensure that your registration with Makerere University and MUBS is complete, and always inform faculty heads promptly if you encounter issues such as missing exams."

Moving Forward

The session reaffirmed the Faculty's commitment to nurturing a culture of responsibility, integrity, and active engagement and equipping students with the mindset and skills essential for academic and professional success.

MUBS-EIIC 10X Program Participates in 10X Digital Economy Disability Inclusion Training

Makerere University Business School's Entrepreneurship Innovation and Incubation Centre (MUBS-EIIC) 10X Program is currently taking part in the 10X Digital Economy Disability Inclusion training aimed at enhancing program accessibility for young businesswomen with disabilities.

The training focuses on building the team's capacity to design, communicate, and implement inclusive initiatives that ensure equal participation and opportunity for entrepreneurs with disabilities.

This effort aligns with MUBS-EIIC's commitment to fostering

a more inclusive and equitable digital economy.

By participating in the training, the 10X Program aims to break down barriers and create supportive environments that empower young businesswomen with disabilities to thrive in their entrepreneurial journeys.

MUBS Ongoing Coursework Tests Ahead of November 2025 Examinations



October 18, 2025 – Makerere University Business School (MUBS) commenced second coursework tests for the 2025/2026 academic year, marking a critical phase in student learning ahead of the Semester One examinations, which are scheduled to begin on November 17, 2025.

The coursework tests started over the weekend of October 18–19,

2025, and will continue through October 25–26 and November 1–2, 2025 across all programs.

These tests aim to assess students' understanding

of course materials, strengthen competencies, and prepare them for the end-of-semester examinations. Lecturers are actively engaging students through lectures, tutorials, and practical exercises to ensure readiness. Prof. Moses Muhwezi, MUBS Principal, encouraged students to take the ongoing coursework seriously, emphasizing that

consistent engagement is key to performing well in the November exams. “Coursework is the foundation for success in examinations. Students should actively participate, seek guidance from lecturers, and apply their learning in practical contexts,” he said.

MUBS continues to provide support through study resources, mentorship programs, and academic guidance, ensuring students are well-prepared for the Semester One examinations beginning November 17, 2025.

Languages Club Holds Leadership Handover Ceremony

October 10, 2025 — The MUBS Languages Club held a handover ceremony on October 10, 2025, marking the transition between outgoing and incoming club leaders across the different language groups.

Prof. Milburga Atcero, Dean of the Faculty of Tourism, Hospitality and Languages, praised the faculty for embracing diverse languages and cultures over the years.

She encouraged students to master multiple languages, stressing that “learning a language is not enough; gain skills in more than three languages to survive.”

Prof. Atcero lauded the outgoing leaders for their dedication and urged the incoming team to lead with curiosity and humility, emphasizing that the language club is “more than a co-curricular activity it is a bridge to the world.” Ms. Sylvia Kyomuhendo, patron of the MUBS Chinese Club, advised students to seize every opportunity to learn new languages and cultures, reminding them to apply their skills beyond exams for real-life success.

Mr. Don Patrick Bujingo, patron of the French Club, encouraged students to value humble beginnings and maximize their

language-learning opportunities.

Meanwhile, Dr. Rayisi, patron of the Kiswahili Club, praised the growing interest in language studies, calling languages the “pillars of communication.”

The ceremony concluded with a renewed commitment from both outgoing and incoming leaders to promote language learning, cultural exchange, and leadership within the MUBS community.

Jinja Campus hosts Jinja District Education Day



Shk. Said Lubanga together with some Jinja Campus Staff in the Muslim Community

On October 5, 2025, Makerere University Business School Jinja Regional campus hosted candidates from schools all over Jinja District for special prayers (Dua) ahead of their exams.

The event attracted a great number of candidates who were called upon to sacrifice sleep, reader hard and avoid any distractions to see to it that they excel in their final exams and hence represent their religion Islam well.

Shk. Said Lubanga, the executive Director Ummul-Qurah Education Center encouraged candidates to always mind about time in whatever they do and respect their parents, teachers and fellow students. “Success comes through hard work, sacrifice and trust in

Allah”, Shk. Lubanga added.

The MUBS Jinja Campus Muslim first year students were also urged to avoid negative peer influences, choose good friends and put Islam first in whatever they do.

Shk. Ismael Basoga, District Kadhi Jinja Muslim district used the platform to remind parents about their responsibilities to guide students not only in knowledge but also in values, discipline and religion. “It’s only disciplined students that normally excel”, shk. Basoga noted.

He also emphasized the importance of unity and brotherhood among the Muslim community and stressed that it’s what Prophet Muhammad (PBUH) taught.

Shk. Ahmed Ndifuna, Imam MUBS jinja campus thanked the District Kadhi Jinja district and other guests for choosing jinja campus to host this year’s (2025) jinja district education day and also thanked Ass. Prof. Noah Mwelu, chief MUBS jinja campus for putting in place a conducive environment for religious freedom in the campus.

The event was attended by parents, candidates, staff, students and members of the public. The MUBS Jinja Campus career guidance office used the plat form to enlighten the congregation about the academic programs taught at the campus and encouraged candidates to join MUBS for their university education.

MUBS Counselor Meets with Student Mental Health Club to Promote Well-Being

As part of ongoing efforts to support student well-being, Ms. Susan Birungi Badagawa, Counselor of Students at Makerere University Business School (MUBS), held an engagement with members of the Student Mental Health Club, a student-led initiative launched under the Office of the Dean of Students. The meeting aimed to strengthen the club's role in creating a safe and supportive environment for students to discuss mental health challenges, share experiences, and access professional guidance.

Ms. Badagawa emphasized the importance of open dialogue and early intervention in addressing mental health concerns among young people.



"Mental health is just as important as physical health. Through this club, we want to ensure that every student knows they are not alone, and help is available," she said. The Student Mental Health Club was established to promote awareness, peer support, and destigmatization around mental

health issues on campus. It serves as a critical link between students and mental health resources available at MUBS.

This initiative aligns with the School's broader commitment to student welfare, academic success, and holistic development.

Guild President Attends UNSA AGM in Buvuma,

September 2025 — Makerere University Business School Guild President, Rose Nabwire, attended the Uganda National Students' Association (UNSA) Annual General Meeting (AGM) held in Buvuma District.

Nabwire described the event as a powerful platform for youth engagement, empowerment, and transformation. "I was very delighted to attend the UNSA AGM in Buvuma, where we empowered the young generation and transformed lives".

The AGM brought together

student leaders from across the country to engage in policy discussions, leadership training, and community outreach programs aimed at equipping youth with skills and knowledge to shape Uganda's future.

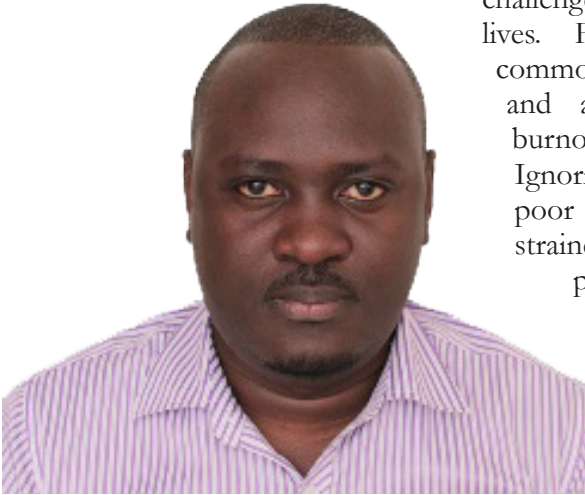
Nabwire emphasized the importance of such gatherings



in nurturing leadership, civic responsibility, and innovation among Uganda's young people. "We must continue to create spaces where young people are heard, supported, and empowered to lead change."

The event also featured environmental clean-up campaigns, mentorship sessions, and dialogue on issues affecting students and youth in island communities like Buvuma.

Mind Over Matter: Why Mental Health is Your Greatest Asset



will experience mental health challenges at some point in their lives. For university students, common issues include stress and anxiety, depression, and burnout from over commitment. Ignoring these signs can lead to poor academic performance, strained relationships, and even physical health problems.

However, this is just a small glimpse of what awaits students in the real world.

The pressures of meeting deadlines, managing group projects, and balancing academics mirror the high-stakes environment of corporate life, where stress, competition, and constant change are the norm. So, developing resilience and coping strategies now is not only essential for academic success but also a critical investment in one's future career. By learning to manage stress effectively, students can build the foundation for thriving in demanding workplaces and leadership roles after graduation.

So how can students beat stress? First and foremost, they need to create a balanced schedule and avoiding cramming everything into one day. Planners and apps may be used to organize tasks with inbuilt breaks. Furthermore, students need to be active. Introverted tendencies can intensify the adverse impact of mental health challenges while physical exercise boosts mood and

reduces stress. Attending a campus event, playing a sport, or simply taking a walk is activity enough. This may be complemented by building a support network through talking to friends, joining student clubs, or participating in group discussions.

In addition, students need to practice mindfulness. Experts report that practicing just 10 minutes of daily mindfulness significantly eases depression and anxiety symptoms. Simple breathing exercises or meditation can help calm one's mind. Apps like Headspace or Calm may be used as a guide. However, most importantly, one should seek professional help.

MUBS offers counseling services at the Student Affairs Office. So, students should not hesitate to reach out. Asking for help is a sign of strength, not weakness.

One's mental health is the foundation of one's success. A healthy mind creates a healthy body, a thriving student and a future leader. So, students should take a moment today, check in with themselves, seek support when needed, and remember, that they are not alone.

By Chris Kisuuki

MBA Year 2 Strategy and Communication student

Although university life is exciting, it can also become overwhelming. Between lectures, coursework assignments, group discussions, internships, and social commitments, students may often find themselves juggling multiple responsibilities. With the fast-approaching November examination season, the pressure is only going to increase. As students strive for academic excellence and career readiness, mental health may easily take a back seat. But here's the truth, one's mental well-being is just as important as one's GPA.

Mental health affects how we think, feel, and behave. It influences our ability to manage stress, maintain relationships, and make decisions. For business students preparing to enter competitive markets, strong mental health is not a luxury- it's a necessity.

According to the World Health Organization, one in four people

Understanding genz generation and how well parents and teachers can train them for better outcomes; Rev. Francis Osiire



handle these group of young people most of whom are now adults. CommLamb India, a global rapid eLearning solutions provider suggest ways of engaging Generation Z in meaningful

**L e a r n i n g
Experiences, some of
which I would like
us to share here
below;**

In an age where smartphones and digital devices are extensions of their

and visually appealing presentations can be a game-changer. These bite-sized, visually stimulating formats can convey complex information in an easily digestible manner, ensuring that learners stay engaged and focused. Visual content also taps into their preference for quick and impactful learning, making it a vital tool in the trainer's arsenal to create meaningful learning experiences for Gen Z.

Generation Z learners thrive in interactive environments. Utilizing interactive learning techniques in training can captivate their attention and enhance their comprehension.

Incorporating online quizzes, polls, and interactive exercises into Virtual instructor-led or parent-led training sessions enables learners to actively engage with the material. These methods allow for immediate feedback, which is particularly appealing to Gen Z's desire for quick information consumption. Moreover, interactive elements promote critical thinking and problem-solving skills, making the learning experience not just informative but also intellectually stimulating.

Generation Z is known for its social nature, and collaborative learning environments resonate with their desire for interaction. Group projects, online forums, and collaborative tools provide opportunities for learners to work together, share ideas, and learn from one another. This

Generation Z are also known as Gen Z, iGen or post-millennial. The Stanford Report of January 3, 2022 summarizes what to know about Generation Z as follows;

Gen Z are typically self-driven, collaborative, and diverse-minded. They value flexibility, authenticity, and a pragmatic approach to addressing problems. Gen Z are misunderstood. Contrary to stereotypes of being "lazy" or "coddled," Gen Z is entrepreneurial and adaptive.

There is an opportunity for intergenerational collaboration to foster mutual learning and understanding to bridge the gap between traditional norms and modern approaches.

It is therefore very important that parents and teachers or trainers and supervisors know how well to

very beings, integrating technology into training is paramount for engaging Generation Z. This generation thrives on interactive and multimedia experiences. From interactive online quizzes to learning apps and virtual reality simulations, technology offers a gateway to captivating and effective learning.

By harnessing the power of technology, parents and trainers can provide dynamic and immersive learning experiences that resonate with Gen Z's tech-savvy sensibilities, making the learning journey not just informative but enjoyable.

Generation Zs attention span is famously short, and they are accustomed to processing vast amounts of visual content daily. Utilizing short videos, infographics,

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fosters a sense of community and engagement, creating a supportive learning ecosystem where learners feel connected to their peers and the subject matter. Collaborative learning also teaches valuable teamwork and communication skills, which are essential in both corporate and real-world settings.

Generation Z is highly practical and seeks to understand the real-world relevance of what they learn. Trainers can make learning more meaningful by connecting lessons to practical applications and future career opportunities. By demonstrating how real world or classroom knowledge is directly applicable to real-life situations, trainers can engage Gen Z learners on a deeper level.

This approach not only makes learning more relevant but also empowers learners with the understanding that their training directly contributes to their future success. Incorporating real-world examples, case studies, and guest speakers from relevant industries can illustrate the practical implications of the subject matter, sparking Gen Z's interest and enthusiasm for learning.

Gamification involves applying game elements, such as points, rewards, and competition, to non-game contexts, including training. Generation Z responds positively to gamified learning experiences as they find them engaging and enjoyable. By incorporating

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elements like leaderboards, badges, and challenges, trainers can create a sense of achievement and motivation in the learning process. Gamification can also make complex topics more approachable and easier to digest, as it breaks them down into manageable tasks. As an advanced approach, you can also try direct game-based learning as well if gamification doesn't work that well.

Here are a few major differences between the two Social media platforms are an integral part of Generation Z's daily life, making them valuable tools for educational engagement. Companies can create dedicated groups or channels for discussions, resource sharing, and collaborative projects on platforms like Facebook, Twitter, or Slack. These spaces allow learners to engage in informal and peer-

led learning, facilitating a sense of community and connectivity outside of traditional classrooms.

Additionally, social media integration provides opportunities for learners to explore current events, access a wealth of information, and interact with experts and thought leaders in their field of work.

Storytelling is an engaging training technique that resonates with Generation Z's narrative-driven culture. Instead of presenting information in a dry and academic manner, trainers can frame lessons as stories. Stories have the ability to engage emotions, capture attention, and make information more relatable and memorable.

Whether through real-life anecdotes, historical narratives, or hypothetical scenarios, storytelling can illustrate complex concepts and connect them to real-world applications. Trainers and parents who master the art of storytelling can make the learning experience more enjoyable and impactful, as learners are more likely to remember and internalize lessons presented in a narrative format.



Makerere University Business School Announces the 17th International Operational Research Society of Eastern Africa Conference



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***Theme "Operations Research for
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