



MUBS

NEWS LETTER

January 2025

MUBS produces the overall best student at the 75th MAK Graduation



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Graduates urged to put in good use the knowledge and skills acquired

Staff appreciated for nurturing and producing well refined citizens

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THE EDITORIAL TEAM



Ms. Erinah Najjingo



Ms. Annet Bukenya



Ms. Babra
Owomugisha



Ms. Sumaia Namuyingo



Mr. Emmanuel Aisu



Ms. Miria Amentono



Mr. Vincent Mugabe



Ms. Mwamini
Nanyondo-



Mr. Mohammad Busulwa

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Graduates urged to put in good use the knowledge and skills acquired



Dr. Crispus Kiyonga
The Chancellor of Makerere University

The Chancellor of Makerere University Dr. Crispus Kiyonga urged the graduates to put in good use the skills and knowledge they have acquired at the University. He stressed that, since they have acquired knowledge of the University which is facilitative, they can start their own business either as an individual or in groups. He said this on the 3rd day of the 75th Makerere University graduation which took place on January 15, 2025 at Makerere main grounds.

"Use the knowledge and skills that you have acquired for the benefit of the family and society in general, and what is critical is for one to sustain the belief and thinking that one can indeed apply the knowledge and create work in areas with demand within population", he said.

He encouraged the graduands to partner with some of the friends to form teams, come up with an idea and turn it into an innovation or business enterprise or a product. Every problem or development challenge faced by a country presents a job opportunity and make use of the grate resources that you dispose off such as the internet and social media to learn and innovate.

To the parents, guardians, and sponsors who have supported the graduands, we thank you for your effort. The central engine that enables the University to produce qualifications lies with the Professors, Lecturers and Administrators of the University and these are supported by the University Council therefore we acknowledge all for the job well done. He said Makerere University is a Public Institution managed by the Government of Uganda and therefore on behalf of the

University community we send a deep gratitude to H.E. Yoweri Kaguta Museveni and NRM government for the valuable finance and support that the University receives besides the government there friends, Alumni, stake holders, and development partners that support the University and its activities.

The Chancellor added that Makerere University is the oldest University in the country, over the years the Institution has built a strong stock of high-quality resources including the supply of trend manpower for the country. This is one way in which the University has contributed to the development of the country. The University is doing a significant mount of research work, and it is known without research no community can move forward at a desired pace, more work is required to mobilize more funds so that more research work can be done.

Furthermore, the Chancellor said that the University has room to expand in the community out reach in order to play a greater role in the community and transformation and in this regard there are proposals that will be developed and discussed with the University along the way for a period of one year and it is a very good initiative for the country to get the full benefit for this.

The Chancellor proposed some formalized relationship with small to large medium scale farmers across the country, the students will be attached to the farms to work with the owners of the farm. He said Africa lags behind in the world despite the existence of massive resources, it is our duty and owe it to the continent to play our roles and better the conditions of the people.

MUBS produces the overall best student at the 75th MAK graduation



Prof. Moses Muhwezi, Principal MUBS



Prof. Barnabas Nawangwe, Vice Chancellor Makerere University

Makerere University conferred degrees to 13,658 graduates at the 75th graduation ceremony that took place from January 13-17, 2025 at Makerere Ceremonial grounds. Abdullatif Umar Bagoole from MUBS was the overall best students with a CGPA of 4.97 in Bachelor of Leisure and Hospitality Management. Sabera Nzanika a female students from MUBS Mbarara Regional Campus emerged the second best overall student with a CGPA of 4.92 in Bachelors of Human Resource Management. MUBS has consistently produced the top student in the past for over 5 years.

During the graduation ceremony held at Makerere university Ceremonial grounds on January 15 and 16, 2025, MUBS Principal, Prof. Moses Muhwezi, congratulated Dr. Crispus Kiyonga for attaining the position of Chancellor of Makerere University and wished

him well in the service. He further appreciated the Vice Chancellor for the support rendered to MUBS. He also appreciated the parents, guardians, sponsors, MUBS Council and the staff for the support extended to the students.

To the Graduands, the Principal said, "you have graduated, you should be privileged to have the knowledge and in addition to the knowledge you should seek wisdom to make sense of the world". He advised them to keep professional discipline like keeping time and hitting targets not only on the Ugandan stage but also to Africa and globally. He further advised them not to allow sins kill them because the best is yet to come

Prof. Muhwezi said MUBS has done well and since we are in the business academia there is ought to appreciate staff that have done well in research and teaching. The best early Researcher at the

level of Assisitant Lecturer was Mr. Kyambadde Mahad and Mr. Yiga Sirajje. Then best mid-term Researchers at the level of Lecturer to Senior Lecturer were Dr. Kassim Alinda, Dr. Hojops Odochi and Dr. Alice Arinaitwe. The best Senior researcher at the level of Assoc. Prof-Professors are Assoc. Prof Benjamin and Assoc. Prof. Rogers Mwesigwa. The best Teachers were Dr. Isaac Nkote, Dr. Gorretti Nakyeeyune and Dr. Rachel Nakigudde.

Meanwhile the Vice Chancellor, Prof. Barnabas Nawangwe, said MUBS has moved from 13000 students and has come closed to 20,000 students. He congratulated the MUBS Community for the achievement. He further said that 13658 graduands who received degrees and diplomas of Makerere University of these a total of 143 graduated with PhD, 1813 with Master's degrees, 11,454 with the bachelor's degree,



MUBS Graduates at the 75th Makerere graduation ceremony

243 with postgraduate. 53% of the graduands are female and 57% are male. Over the 13658, more than 40% are from MUBS, 491 graduands received first class degrees.

To the students, the Vice Chancellor said they have been wonderful students, they have displayed a highest discipline, they have graduated with depth things that are much needed by society. "You have been quipped with knowledge and skills that will make you employable or to create their own business and employ others".

He added that if one cannot find employment immediately they should instead reflect on the opportunities around and raise them as an entrepreneur.

He urged the graduands that as they leave the gates of Makerere, they should be proud of Makerere and be good ambassador wherever fate place them. Put to good use the knowledge that you acquired from one of the best University in the world to improve yourselves, families, community, country and humanity.

He appealed to them to love Uganda, honor the parents and opportunities will be opened. Avoid diseases especially corruption, never to forget the gates of Makerere and always to remember that learning never ends, Makerere gates will always be open for those that would want to seek more knowledge.

Staff appreciated for nurturing and producing well refined citizens



Lt. Col. (Rtd) Dr. Hon. Bright Rwamirama, The Minister of State for Animal Industry



Dr. Patricia Achan Okiria, Deputy Inspector General of Government

While giving his remarks at the 75TH Makerere University Graduation on January 16, 2025, the Chairman MUBS Alumni Association and the Minister of State for Animal Industry, Lt. Col. (Rtd) Dr. Hon. Bright Rwamirama congratulated the Chancellor Makerere University Dr. Crispus Kiyonga for the Position attained and Prof. Moses Muhwezi as the Principal of MUBS.

He appreciated the staff of Makerere University for nurturing and producing well refined citizens, thanking the staff for the efforts put to teach students to be better citizens and also thanked parents for educating their children up to University, there is a lot of money and time spent and now they have been able to reach at the top of their studies.

To the graduands, he congratulated them and said, " it is good but not good enough, you have acquired knowledge , what is the most important now is what you are going to do with that knowledge you have presented to yourself and to the community of the people and developing the country to another level.

He appealed to them to add on another qualification and there is need to work with the knowledge and contribute to the development of the country. In same way he said Agriculture currently employs approximately 73% of the population either directly or indirectly. He urged them to join agriculture sector as a business not as a way of life.

Hon. Rwamirama said most of the industries in Uganda are agriculture based, so there is an opportunity in

agriculture if one approaches it in that angle of business. He assured the Vice Chancellor that Ministry of Agriculture, Animal industry and Fisheries has always worked closely and smoothly with Makerere University. He said the scholarship programmes at the Ministry are channed to Makerere University. The Ministry also has an MoU with the Faculty of Agriculture and Faculty of Ventinary Medicine.

He also said that there is going to be a partnership between the Ministry and the University for the benefit of the student and the country, there shall be continuous use of Makerere as the centre of research for various programs.

On the same note, the Deputy Inspector General of Government Dr. Patricia Achan Okiria, called upon the graduands to remain focused and congratulated



MUBS Graduates at the 75th Makerere graduation ceremony

them upon the achievement.

Dr. Achan urged the students to strive for the better than they have been before, "the world is waiting to see how you are going to produce the best. The country needs young innovators and young thinkers therefore young people are

the greatest asset for the country.

She appealed to the graduands to make themselves relevant and competitors, one should not lug behind, be good ambassador against corruption in the country. Remember the significance of integrity and must be the land of change one wants to see in this

world and do not fear to take risks.

She further advised the graduands to maintain the principles they used to come out as the best, add knowledge and on the qualification, strive to serve with distinction and to offer leadership with integrity as leaders your achievement is made by people. Keep focus and keep dreaming bigger.

For more than a decade, MUBS has consecutively produced the best overall student in humanities at the Makerere University graduation below are the statistics

NAME	CGPA	MAK. GRADUATION	PROGRAM	GRADUATION YEAR
Bernard Engotoit		63 rd	BOIM	2013
Frank Kabuye	4.79	64 th	BBA	2014
Luke Sewante	4.81	65 th	BLG	2015
Rashid Taban	4.91	66 th	BBA	2016
Sarah Namboozo	4.92	67 th	Ba. Marketing	2017
Carolyn Namanya		68 th	BCOM	2018
Hajarah Ali Namuwaya	4.94	69 th	BBC	2019
Rita Namukose	4.92	70 th	BIB	2020
Winston Biryomumaisho	4.91	71 th	BBA	2021
Julia Muhumuza	4.91	72 rd	BIB	2022
Jordan Owomugisha	4.92	73 rd	BCOM	2023
Kevin Atukunda	4.84	74 th	BIB	2024
ABDUL Latif Umar Bagoole	4.97	75 th	BLHM	2025

MUBS best Researchers and Teachers recognized

Prof. Muhwezi said MUBS has done well and since we are in the business academia there is ought to appreciate staff that have done well in research and teaching. The best early Researchers at the level of Assistant Lecturer was Mr. Kyambadde Mahad and Mr. Yiga Sirajje. Then best mid-term Researchers at the level of Lecturer to Senior Lecturer were Dr. Kassim Alinda, Dr. Hojops Odoch and Dr. Alice Arinaitwe. The best Senior researcher at the level of Assoc. Prof-Professors are Assoc. Prof Benjamin and Assoc. Prof. Rogers Mwesigwa. The best Teachers were Dr. Isaac Nkote, Dr. Gorretti Nakyeeyune and Dr. Racheal Nakigudde.

The best early researcher at the level of Ass. Lecturer



Mr. Yiga Sirajje, a Lecturer in the Department of Entrepreneurship



Mr. Kyambade Mahad, Teaching Assistant in the Department of Leadership and Governance

Then best mid-term researchers at the level of Lecturer to senior lecturer



Dr. Kassim Alinda, Lecturer in the Department of Accounting



Dr. Hojops Odoch, Senior Lecturer in the Department of Business Administration



Dr. Alice Arinaitwe, Lecturer in the Department of Business Communication

The best senior researchers at the level of Associate Professors to Professors



Assoc. Prof Benjamin Tukamuharibwa Lecturer in Department of Procurement & Supply Chain Management



Assoc. Prof. Rogers Mwesigwa, Dean Faculty of Business Administration

The best teachers



Dr. Isaac Nkote, Senior Lecturer in the Department of Finance



Dr. Gorretti Nakyeune



Dr. Racheal Nakigudde.

Graduates urged to always give Glory to God



Prof. Moses Muhwezi, Principal MUBS addressing graduates during a thanksgiving service at St. James Chapel MUBS

The Principal Makerere University Business School, Prof. Moses Muhwezi congratulated the 75th Makerere graduates who are members of St. James Chapel community MUBS. He asked them to always give glory to God for enabling them to finish their studies. This was during the thanksgiving service for the graduates organized by the chaplaincy team of St. James Chapel on Sunday January 19, 2025 at the chapel where Prof. Muhwezi was the Chief Guest.

The Principal said that he was happy to be part of the thanksgiving because every success and achievement should be celebrated. He was happy to note that there were more than five students who graduated with a first-class degree in the group, which he termed, “not a mean achievement”. He also encouraged

graduates to serve their families and communities and avoid getting lost in Kampala attending only “kivulu.”

In his remarks, the Principal challenged graduates and students to avoid being educated fools. He said, “you should prove yourselves educated here and elsewhere, because the education you have is to serve God and do constructive work”.

He told graduates to avoid distractions and denounce witchcraft, instead be the light in darkness and demonstrate ability to resolve conflicts and contradictions among people. He welcomed them to continue using the chapel whenever it is necessary. The Principal told graduates to keep replenishing their careers and also keep their eyes on the horizon since society is very dynamic. He thanked the Chapel leadership team for rendering MUBS

the much-needed spiritual service.

In her remarks, the Patron St. James Chapel Dr. Edith Basalirwa Mwebaza, welcomed the Principal to the thanksgiving and thanked him for setting aside all other pressing engagements to come and be with the community. She advised the graduates to consult whenever they are not sure and to keep secure wherever they are. She told them never at anytime to step out of the Bible rather keep learning from and practicing the insights in it.

In his commissioning prayers for the graduates, Rev Francis Osire, the Deputy Chaplain St. James, congratulated the graduates and challenged them not to add to Uganda statistics of corrupt people because they have drastically contributed to the underdevelopment of this country.

Arua Campus gets a new Campus Chief



Prof. Muhwezi and Ms. Charlotte Nyangoma look on as Ms. Gladys Angundaru hands over the instruments of power to Dr. Vincent Obedgiu.



Dr. Vincent Obedgiu, Chief MUBS Arua Regional Campus

On January 21, 2025, MUBS Arua Campus witnessed a momentous occasion as the Principal, Prof. Moses Muhwezi officiated the handover ceremony from the outgoing Campus Chief, Ms. Gladys Angundaru, to the incoming Chief, Dr. Vincent Obedgiu. Ms. Angundaru had served as the Chief of the Campus for years from November 2020 to November 2024, she succeeded Assoc. Prof. Sonny Nyeko.

While giving his speech, Prof. Muhwezi encouraged all staff to fully embrace the transition by learning, understanding, and closely collaborating with the new leadership.

He emphasized the importance of unity, adaptability, and teamwork in ensuring a seamless transition

and achieving shared Institutional goals. The Principal also highlighted that new leadership brings fresh perspectives and opportunities for growth, urging everyone to actively support and contribute to the success of the new administration.

Meanwhile, the outgoing Campus Chief, Ms. Gladys Angundaru, expressed her heartfelt gratitude to the staff for their unwavering support and teamwork throughout her tenure.

Ms. Angundaru acknowledged the dedication of the Campus community in making her work easier and urged everyone to extend the same commitment to the incoming Chief to ensure the campus continues to grow and thrive.

Her leadership has left a lasting impact,

Arua Campus gets a new Campus Chief



Ms. Asinduru N. Harriet, outgoing Head of Department, Accounting and Finance

and her words inspire us to work together to make our Campus great again. Thank you, Ms. Angundaru, for your service and guidance.

And the incoming Campus Chief, Dr. Vincent Obedgiu during his speech pledged to make the Campus a center of excellence, innovation, and inclusivity. With a commitment to uplifting academic standards, fostering innovation, and creating a community where everyone feels valued, the new leadership promises to steer the Institution to greater heights.

The staff extend their heartfelt gratitude to Ms. Angundaru for her remarkable leadership and dedication to the campus. Her contributions have left a lasting impact.

They also Congratulated Dr. Obedgiu as he takes on this new role and they look forward to his visionary leadership in steering the campus to greater heights.

MUBS Management Team also held a productive meeting with the



Ms. Gloria Amviko new Head of Department for Accounting and Finance.

Campus Guild leadership where they discussed key issues affecting students and explore innovative ideas for Campus development. The discussions centered on improving student welfare, enhancing academic services, and fostering a more inclusive and vibrant campus environment.

In the same event, the outgoing Head of Department, Accounting and Finance, Ms. Asinduru N. Harriet, officially handed over leadership to the incoming Head of Department, Ms. Gloria Avmiko.

Ms. Asinduru N. Harriet, the outgoing Head of Department, extended her deepest gratitude to management, staff, and students for their unwavering support and collaboration during her tenure.

She reflected on the achievements made possible through teamwork and dedication and encourages everyone to continue striving for excellence.

Ms. Gloria Amviko was also



Mr. Robert Tabani, Head of Department for Marketing and Management

appointed as the new Head of Department for Accounting and Finance. In her message to management, staff, and students, she expressed her excitement to work with the entire Campus community to achieve academic and professional excellence. She emphasized her commitment to collaboration, innovation, and ensuring student success.

Mr. Robert Tabani takes on the role of Head of Department for Marketing and Management. In his message to management, staff, and students, he expressed heartfelt gratitude for the support he has received in his previous roles and reaffirmed his commitment to fostering growth, collaboration, and excellence in the Department. We extend our sincere appreciation to Ms. Asinduru for her dedication and exceptional service to the department. Your leadership has been invaluable! Congratulations to Ms. Avmiko on this well-deserved appointment. We are excited to see the Department thrive under your guidance.

Jinja Campus New Chief sworn in



L-R Dr. Veronica Mukyala, Dr. Francis Yosa, Prof. Moses Muhwezi, Ms. Charlotte Nyangoma and Dr. Noah Mwelu

On January 07, 2025, MUBS Jinja Campus held the handover ceremony which saw the exchange of instruments of power and marked a significant milestone as Dr. Veronica Mukyala formally handed over the reins to the newly elected Campus Chief, Dr. Noah Mwelu in a colorful ceremony presided over and witnessed by the MUBS Principal Prof. Moses Muhwezi, Senior Management Officials prominent among whom included Ag. Chief Human Resource Ms. Charlotte Nyangoma, School Secretary Dr. Francis Yosa and Faculty Deans.

During the ceremony, Prof. Moses Muhwezi called upon staff to aim at peace building, unity, team work, support each other, re-commit themselves towards work, and always seek to know what happens in the Institution among others.

Staff at Jinja Campus were further asked to always seek knowledge, read News papers, Magazines, Newsletters among others because knowledge distinguishes you.

"To the teaching staff, discipline is key. Never cheat for students, execute orders diligently, respect others, know your identity, aim at information management, avoid gossip and deception, and be faithful.

It is dangerous for us to hate each other, let us simply extend love to each other, eliminate individualism and share with each other", Prof. Muhwezi emphasized.

To the new team in office, Prof. Muhwezi called upon them to use consensus before they take any decisions and know the people that they lead because always



Dr. Noah Mwelu, thye new Campus Chierf, Jinja Campus

in a University divergent views are expected. "Jealously support Jinja Campus, look for more and more students and work towards improving jinja campus. We as management we shall support

Jinja Campus New Chief sworn in



MUBS Top Management in a group photo at MUBS Jinja Campus after the swaering in ceremony of the New leadership of the Campus

you” Prof Muhwezi added.

Relatedly, the MUBS School Secretary Dr. Francis Yosa thanked Dr. Veronica Mukyala for the so many achievements she registered during her tenure of office including securing land for Jinja Campus. He as well called upon the incoming Campus Chief Dr. Noah Mwelu to always consult from his predecessor

Furthermore, Ms. Charlotte Nyangoma Ag. Chief Human Resource requested the MUBS Jinja Campus staff to work with the new leadership, be collaborative and work as a team. “I welcome the new Chief, the responsibility a head of you is exciting but also challenging , we as Human Resource Directorate, we pledge support and provision of relevant resources as you execute your new role” Ms. Nyangoma emphasized.

Meanwhile, Dr. Veronica Mukyala thanked Prof. Muhwezi

for all the support extended to her during her time in office.

She also thanked the management of MUBS for giving her a golden opportunity to serve as the Chief at MUBS Jinja Campus, the staff for working with her without any resistance among others. “I am moving away ‘a better me’ because of the experience I have gotten, thanks so much Jinja staff” she said.

On the same note, the incoming Campus Chief, Dr. Noah Mwelu thanked the MUBS Council, Management and the entire MUBS fraternity and asked for their support as he executes his duties.

Dr. Noah Mwelu promised loyalty to the Principal in order to better staff and students welfare. “I thank Dr. Veronica for giving me an opportunity to grow, forgive me where I might have wronged you”, he said.

He in the same vain thanked

the electorate of Jinja Campus, Administrative, Support Staff for the great work they do for the Institution. “ I promise to make MUBS Jinja Campus a Campus of the staff , by the staff and for the staff without discrimination and ready to hear from every one, advocate for a transparent campus” Dr. Mwelu emphasized

“We must forget the past, forgive each other and move on as a team. Heads of units be kind, empathetic and avoid negative energies”, Dr. Mwelu further advised.

During the event the new Campus Chief Dr. Noah Mwelu also handed over to Dr. Joshua Gukiina as the new Head of Department Marketing and Management MUBS Jinja Campus.

2024, a year of Milestones and achievements



Chairman MUBS Council, Eng. Isaac Ngobya

The Chairman MUBS Council, Eng. Isaac Mubarak Ngobya urged Staff to maintain MUBS’ visibility through research, publications and production of impactful graduates saying “Over the years, MUBS has been producing the best student overall in humanities for Makerere University”, he said this during the MUBS Staff end of year and Thanksgiving party held on December 13, 2024 at MUBS Main Campus Nakawa.

He encouraged the eligible staff to enroll for the PhD, they should follow the procedures and get a PhD at an early age, one should win grants in order to be promoted and whoever gets grant they should do proper accountability.

“2024 has been a year of Milestones and Achievements, as we close the chapter of 2024, we reflect on a year marked by tremendous progress and significant accomplishments”, said the Principal, Prof. Moses Muhwezi.



MUBS Staff having light moments during the Staff end of year party

The Principal highlighted on some of the significant accomplishments for 2024 which he said included; Resolved the long-standing Person To Holder issue, Successfully transitioned all support staff to permanent positions, ensuring stability and job security, Completed and gazetted our comprehensive HR manual, streamlining staff processes and procedures, Enhanced our academic offerings by reviewing and refining our curriculum, introducing innovative new programs, Fostered strategic partnerships through the signing of several value-adding MOUs, and Celebrated academic excellence with nearly 6,000 students, including PhD graduates, poised to receive their degrees in January 2025.

Prof. Muhwezi said that these achievements demonstrate the collective commitment to excellence and growth. “We look forward to building on this momentum in 2025 and beyond”, he added.

The Principal said that the future of MUBS lies in our hands. As we look ahead to 2025, let us unite and behind a shared vision. He noted the key priorities which must be followed at MUBS which include: Fostering unity of purpose among students, staff, and faculty, Producing relevant, ready, and skilled graduates, Developing a comprehensive, shared strategic plan, Investing in modern infrastructure., Promoting staff development and well-being. “Together, we can shape a brighter future for MUBS”, Prof. Moses Muhwezi .

Meanwhile the Chief Human Resources, Ms. Christine Nanyombi Mubiru said “Your adaptability and team work have been truly inspiring, highlighting the strength of our community MUBS. Through your hard work, we continue to build a cultured of inclusivity, excellence and growth. We are excited for new opportunities that the new year holds as we strive for even better achievements. Your support

2024, a year of Milestones and achievements



The clergy from St. Charlse Lwanga Catholic Community MUBS and St. James Chapel MUBS pray for the Principal Prof. Moses Muhwezi during the staff end of year and thanksgiving party. below is Mr. Muhamed Kibiriga recieving a long service award from the Chairman MUBS Council, Eng. Isaac Ngobya

and dedication as staff will be essential to our continued success.”

Dr. Tusiime Wilson, Chairperson, MUBS Academic Staff Association appreciated the Principal and Top Management for the achievements and success stories registered in 2024. He said “Many of our colleagues have been supported to complete their studies, while more others have been allowed to enroll for PhD. The issue of Person to Holder has also been properly cured, which has improved staff motivation and commitment to work.

Mr. Rogers Mwine, the Chairperson MUBS Senior Administrators Associations said as staff celebrate the different achievements for thee year 2024, they need to also reflect on failures so that next year they are able to improve and serve better.



Mr. Hilary Kimbugwe, the Chaiperson of the Support Staff also thank thanked the Principal for puting all support staff in permanent and for harmonizing the salary scale.

MUBS Management also Honoured Retireded Staff for their long and distinguished service to the

Institution and also awarded those who have been on Top management. These esteemed individuals received mementos as a token of appreciation for their tireless contributions and commitment to excellence. We extend our heartfelt gratitude for their remarkable service and wish them a good retirement.

No one should relate with poverty- Dr. Sabrina



(R-L), Mr. Wilson Williams Mutumba, Dr. Gideon Nkurunziza, Ms. Winnie, Dr. Sabrina Kitaka, Prof. Vincent Bagire and Mr. Robbert Ssendegeya,

A Group of staff led by Mr. Wilson Williams Mutumba, a Lecturer in the Department of Leadership and Governance, Faculty of Management who also doubled as Principal Investigator together with team members including Dr Gideon Nkurunziza- a Senior Lecturer and Head of Education Department, Mr. Jaaza Mohamood- Lecturer in the Department of Management who also doubled as the Co-Principal Investigator, Ms. Jennifer Namubiru- a Lecturer in the Human Resource Department, and Ms. Rehema Kagere – a Lecturer in the Leadership and Governance Department conducted Research on Parish Development Model under Makerere Research Innovation Fund (MakRIF) funded by the government of Uganda.

The researchers organised a

dissemination workshop that took place on January 21, 2025, at MUBS Main Campus, Entrepreneurship Centre under the theme, "Harnessing Parish Development Model among marginalised groups for poverty alleviation in Uganda. "

The research intended to capture deeper perceptions of the people and recommend effective modalities and strategies that should be adopted for effective implementation of the Parish Development Model for poverty alleviation.

While giving her remarks Dr. Sabrina Kitaka, the Vice Chairperson MakRIF who represented the Chairperson of MakRIF, Grants Management Committee, Prof. Fred Masagazi Masazi said poverty is something none of us should relate

with, poverty is in the mind and there is poverty of money, if one suffers from poverty they can easily be frustrated and she was glad that PDM is changing the poverty situation.

She said Uganda is one of the poorest countries, we live in a country where 30% of the population is below 19 years, 70% is less than 30 years which means the dependency is very big which can be reduced if PDM is well implemented. She further said that it is important for us to know that the PDM is now over 4 years and it being 4 years it means its still a child, as PDM is supported to grow, it will grow up and transform the societies.

She added that the first capitalization of PDM included 877 billion Uganda shillings and to date PDM has received 2.2 trillion Ugandan

No one should relate with poverty- Dr. Sabrina



Dr. Sabrina Kitaka, Vice Chairperson MakRIF in a group photo with MUBS Staff and officials from, PDM Secretariat at MUBS Entrepreneurship Centre

shillings, there is need to see value for money and its good one of the pillars includes information system.

In addition to the above, Dr. Kitaka said that the challenge of creating productive jobs for people who live the chain is very big, she mentioned that of resent Makerere graduated with over 10,000 students of which they are going to be job seekers, she went a head and suggested if they join PDM they could make a very big difference in the society by becoming job creators instead of becoming job seekers.

Furthermore, the Vice Chairperson, MakRIF said, promoting economic growth and reduction of poverty is not only a long-term problem, but also an immediate problem, there is big emergency to prevent poverty. There is need to ensure that poverty ends and its all of us to work

together and educate the public and receive money and use it correctly.

Prof. Vincent Bagire who represented the Principal, Prof. Moses Muhwezi appreciated the research team for the effort put in to conduct this study, and the findings they are disseminating in the workshop. He said as an Institution of higher learning there must be spirit of research, and it will move people upwards.

He suggested that there should be integration of interns in the success of PDM and it being a national model it can work, government has committed funds, resources and mobilization, trainings and a structured PDM. And for the academia, there is need to identify some key issues that will make it work and look at how people can be supported.

He urged out that if the students are in the community instead of going to organizations looking for internship placement they should go to communities and bring in theory, academic knowledge to the groups of PDM.

Mr. Robbert Ssendegeya, the Head of the PDM Secretariat at the Ministry of Local Government said nothing can be achieved while working alone, the involvement of academia in the PDM is very key.

PDM especially the financial inclusion Pillar aspect targets 39% of the Ugandans who cannot access financial services. He said people should work because no one will develop except when they are working that is why there are many given options as much as possible to make sure everyone is somewhere.

No one should relate with poverty- Dr. Sabrina



MUBS Staff, members of the community and stakeholders attending the dissemination workshop

Mr. Wilson Williams Mutumba, who was the lead researcher (Project Principle Investigator) who also serves as a Lecturer in the Department of Leadership and Governance in the Faculty of Management said they conceived the research earlier because they had something at the back of the mind which is the reason that the government has been having different interventions but at a particular time the government decided to come up with PDM however, there has been a number of interventions like Emyoga, NAADS, Operation wealth creation among others, hence what is positioned to take PDM forward since the other

interventions failed and reestablish.

Mr. Mutumba stated that PDM is a bottom-top strategy for wealth creation that is anchored on 7 pillars including Pillar one: Production, Processing and Marketing; Pillar two: Infrastructure and Economic Services Pillar three: Financial Inclusion; Pillar four: Social Services Pillar five: Community Mobilisation and Mindset Change Pillar Six: Community Information System; and Pillar seven: Governance and Administration. He further noted that PDM strategy was used in other countries including Malasia, and India, where they succeeded, noting that the efficacy in Ugandan context

is yet to be known Mr. Mutumba stressed out what motivated them to do the research about PDM was the persistence of poverty levels, quoting the recent UBOS (2024) report that reported 16.9% and the reasons why most start-ups fail to survive beyond one year as reported by previous researchers despite the enormous financial resource the government has disbursed through the various interventions. Mr. Mutumba further emphasised the need for the government to always first get performance reports, get provide evidence of failure of the previous interventions, draw lessons from past mistakes and address previous weaknesses in order to better

No one should relate with poverty- Dr. Sabrina



Dr. Gideon Nkurunziza, giving his presentation on the PDM Resaerch

position a new intervention so as to realise its potential.” He noted that based on their findings, PDM has the potential to work and achieve its intended objective of getting people out of poverty if the government pays attention to the project findings, addresses the highlighted challenges, and adopts and implements the policy recommendations they have made. He gave a metaphor of failing to know where one is going if they don’t know they are coming from a key issue as he stressed learning lessons from previous experiences. The objectivity and the purpose of the study were; To examine the previous poverty alleviation strategies for marginalized groups (women, Youth, elderly, and disabled). To explore the poverty alleviation indicators among marginalised groups, including women, Youth,

elderly, and disabled and to develop and recommend strategies for successful implementation of PDM to achieve poverty alleviation among the marginalized groups in Uganda. While the purpose of this research was to capture deeper perceptions of the people and recommend effective strategies that should be adopted for the effective implementation of the Parish Development Model for poverty alleviation. Said by Mr. Mutumba.

Dr. Gideon Nkurunziza, Head Department of Education and one the research team members, presented the key findings which are; the need of trainings to the people, need of literacy skilling, aligning PDM not to see it as something new and the collective actions like working in groups and sharing values. He also

noted that finding revealed that besides this money not being enough for each parish to make substantial investments, this uniform method of giving equal amount of money to all parishes without considering the parish population size is considered as a “uniform model of “one size fits all which reflects a mismatch of equity among others. He further said that there is need for mindset change, enhancing skills development, the managerial skills, having entrepreneurial mindset and the quality market provision.

The key recommendation Dr. Nkurunziza urged out are integrity approach, and also utilize statistics from UBOS to plan resource distribution based on population size and rural- urban disparities (to avoid uniform model of “one size fits all”) which reflects a mismatch of equity. He stated that the government should always utilize evidence-based policies to ensure equitable resources distribution, incentivize agricultural input, climate change management, land use management among others.

The key lessons and conclusion he said people who have successful made it should be brought out as well as those who have failed, having focus and learning from the past.

Intensify Awareness Of PDM Pillars



Mr Ssendegeya Robert a representative from the PDM secretariat (in a yellow shirt), Mr. Salmu uhuru the mayor of Kampala central (in a blue shirt) Dr Mary Nantongo the Lecturer in the Department of Applied Economics and the principal investigator of the project (in a blue suit) in a group photo with participants at the dissemination workshop

Researchers call upon the government to enhance sensitization of Ugandans on the parish development model in urban centres if it is to fully achieve the target of eradicating poverty.

This was during the dissemination workshop of the study investigating the PDM's impact, specifically on poor urban households in Uganda's capital city, carried out by MUBS and NIERA. Presenting during a workshop for releasing the research findings recently at Hotel Africana on December 12, 2024 a Lecturer in the Department of Applied Economics and the Principal Investigator Dr. Mary Nantongo noted that findings from this study will inform future decisions on how to improve or redesign the PDM for better outcomes. She added PDM has improved

household income and enabled people to increase expenditure on household items in order to buy food and make their children to school. It also increased working capital among the beneficiaries.

The research focused on evaluating the impact of PDM on key poverty indicators, analyzing its effects on vulnerable groups, such as women, youth and the poorest households and investigating how the decentralized delivery model empowered urban poor communities to make decisions that could help them escape poverty.

Dr. Nantongo added that including working capital enabled beneficiaries to invest in small-scale businesses and improve their financial standing. Furthermore, the research revealed a significant knowledge

gap regarding the full scope of PDM

The mayor of Kampala central Salim Uhuru emphasized that many people still believe that PDM is a government token from president and also admonished men who still shun government programmes because of politics, arguing that they are losing a lot and therefore encouraged everyone to participate regardless of their political affiliation.

The workshop, which convened a range of stakeholders, including policymakers, agribusiness experts, NGO and PDM representatives, served as a platform to discuss these issues as a platform to discuss these issues and find ways to improve the implementation of the programme.

Researchers Urged To Embrace Criticisms



Prof. Augustus Nuwagaba an Economic expert and a Board Member of the MUBS Economic Forum



Dr. Fred Muhumuza, Director MUBS Economic Forum

MUBS Economic Forum organized a 2nd Cohort training for a working paper program, this event that took place from December 18th to 19th, 2024 at MUBS Annex Bugoloobi. During the event, Prof. Augustus Nuwagaba an Economic expert and a Board Member of the Forum encouraged researchers to embrace criticism of all nature because that is the nature of the industry and profession. He said that as a researcher one must be ready to tell the truth for as long as it is scientifically proven and encouraged them to always have a head up in order to identify the problem.

He further said that scientific research is carefully planned before execution, guided by certain principles, among the principles he mentioned include

objectivity and consistency. Prof. Nuwagaba took the participants through identification of a research problem session and noted that it is key to understand the complexity of the problem, encouraging them to pay attention to discrepancy between what is and what ought to be.

Dr. Fred Muhumuza, Director MUBS Economic Forum stressed to the participants that they are being trained to go and earn in the places where money is and encouraged them to take things objectively and get things done. He also encouraged the lecturers to always check and taste whether what they teach is on the ground because as the Business School we have to identify the research agenda to have a research topical issue in the economy and in the day to day life.

Dr. Sabastian Rwengabo a consultant at Centre for Basic Research out stated the similarities and differences between policy and research paper, among the similarities he spoke include; they require critical thinking, reading and writing, they require both academic research and practice, can reflect on the philosophical and theoretical basis of research and practice in real works. Among the differences he mentioned include; the depth of philosophical and theoretical anchoring, depth of analytic liquor and debates with existing knowledge.

He advised the participants to articulate the gap succinctly and multi dimensionally but briefly and to customize their academic research to policy briefs and to make sure their work is well packaged

Researchers Urged To Embrace Criticisms



The trainers and the trainees in a group photo at MUBS Annex Bugoloobi



Dr. Sebastian Rwengabo a consultant at Centre for Basic Research



Dr. Marios Obwona, Consultant at National Planning Authority

for it to attract critical readers.

Dr. Marios Obwona, Consultant at National Planning Authority said a title of anchoring paper determines whether the reader or the audience decides to read your paper or not. It is the initial impressions or the take out that people read most as well as the crafted title summarized the core idea of the paper and sets the tone for what follows

He urged the participants to always make sure that they avoid common mistakes like plagiarisms, not enriching the paper with appropriate figures and tables among others.

Prof. Moses Muhwezi, the MUBS Principal

The Media caught up with the newly appointed Principal of Makerere University Business School (MUBS), Prof Moses Muhwezi who spoke about wide-ranging issues including ensuring that every student who graduates from the biggest business school in the country, has an extra practical skill that he/she will use to make them more relevant in the ever-changing society as below;



MUBS Principal, Prof. Moses Muhwezi

Qn: So, briefly, who is Prof. Moses Muhwezi?

Answer: Thank you, I am Professor Moses Muhwezi, and I was born in the greater Bushenyi, currently in the Mitooma District, I studied in the

village until I came to the University. I started in Primary One in 1978 at Kirembe Primary School, we did not have a nursery. I remember when we were in P.1, I saw two men approaching our class with beards and I thought they were teachers

but saw them sitting with us on the floor. I remember at primary, we did not have cemented classrooms, we would smear the floor with cow dung. In P.4, I sat on a chair because I was the brightest. The three brightest would have a chair, the rest would keep sitting down. All the rest of the children got a seat in P5. I completed PLE in 1984. I went to Ntare School which is in Mbarara, a very powerful school, and I finished secondary school there. I came to Makerere University where I did a Bachelor of Commerce, a very prestigious degree then, because all of us were government-sponsored students. To get a slot there was difficult, but I worked hard to get that government scholarship. I remember in my village, my sub-county now, there were two people who were at Makerere, and in the entire district of Mitooma, I do not think there were more than ten.

I completed B.Com Accounting and started work as Auditor with the Auditor General's Office, I also worked at Care Uganda Ltd as a Senior Accountant but shortly after that in 1995, I went to Makerere University to work as a Research Assistant/Teaching Assistant.

In 1997/8, I came with the first group that started MUBS. We could now be less than 10 staff who came from the Faculty of Commerce Makerere University to start MUBS; many colleagues have since then left, but I am among those who are still around.

While here (MUBS), I enrolled

Prof. Moses Muhwezi, the MUBS Principal



Prof. Moses Muhwezi and his Wife being prayed for by Rt. Rev. Dr. Hannington Mutebi retired Assistant Bishop of Kampala

and completed an MBA and was promoted to Lecturer rank. In 2003 is when PPDA reforms were introduced into the country. Subsequently, the Netherlands Government wanted Ugandans to go to Netherlands and study public procurement and perhaps come back and spearhead reforms and practice in the discipline. In 2004, I was selected and went to do a Master of Philosophy at the Maastricht School of Management in Supply Chain Management in the Netherlands. On completion of the MPhil, I proceeded with the PhD in Public Procurement at the University of Twente in the Netherlands which I completed in 2009. After my doctoral studies, there was an option to stay in the Netherlands for work but I had to return and work for my nation.

I have had a long administrative history in the university. I was a coordinator for BCom External. This was a relationship we had with Makerere University through the Institute of Adult and Continuing Education and Faculty of Commerce. On transfer to MUBS, BCom External was being managed by MUBS and I did this diligently. So I was a staff of both Makerere University and MUBS.

After that, I was appointed as Manager of Distance Learning and Education since we had also started business education at MUBS. This is the time conflicts arose between the two institutions and Makerere University withdrew the BCom External management from MUBS. So we left Makerere University but I kept in charge of distance education

at MUBS. This programme could not continue as Makerere University had another BCom External.

After my PhD, I came and practiced some procurement, and in 2009, I was appointed as a consultant by the World Bank to undertake public procurement and social accountability in all the 10 States in Southern Sudan. This later became a new nation, South Sudan. I also worked under COMESA as a Procurement Expert. I also undertook similar tasks in the SADC member States. These tasks enabled me get the necessary experience to teach public procurement that is both theoretically and practically appropriate.

In December 2009, I was appointed as Head of Department of Management Science.

After one year, I shifted to be Head of Procurement and Supply Chain department. now my department, which was now directly related to my academic and professional qualifications. At this time, I had also completed the professional programme of Chartered Institute of Purchasing and Supply (CIPS).

In 2013, after the unfortunate death of Dr Warren Byabashaija, who was the Dean of the Faculty of Entrepreneurship and Business Administration, I was transferred and appointed the Dean. In 2014, Council introduced elections of academic leaders in MUBS. I was elected unopposed as Dean. At that time, there was an arrangement to mentor Deans in the Office of Principal, so I became a Principal Mentee for some months. After that orientation, all Deans undertook peer appraisals and

Prof. Moses Muhwezi, the MUBS Principal



The staff from Principal's Office having a photo moment with Rt. Rev. Dr. Hannington Mutebi and Prof. Moses Muhwezi

I scored highest. I was the best Dean at that time. That year, I was also honored to be given an award as the best Administrator in the Institution by the Chancellor of Makerere University, Prof Mondo Kagonyera. .

In June 2014, June, I was requested to act as Deputy Principal. I acted from 2014 to 2019 for five years until November 2019 when I was appointed as substantive Deputy Principal by the Education Services Commission.

The Deputy Principal deputizes the Principal in all academic, administrative and financial duties. I undertook all these tasks well and with commitment. Among many other tasks, I chaired all Academic Board meetings, represented MUBS in Makerere University Senate, represented management in Council, I led curriculum review, I supervised teaching and assessment, I chaired outsourcing meetings, led negotiation meetings

with stakeholders, attended various government meetings, participated in international engagements, managed student and staff welfare issues and managed financial operations.

I must say that I always, even up to now, reach my desk by 8am and leave past 8pm since we have students that go up to 9:30 pm including Saturday and Sunday after church. I don't remember a day I haven't reached my office unless I am not in Kampala. I haven't been on leave since 2014, ten years down the road, I have not been on leave but I look forward to taking leave once a Deputy Principal is appointed.

At the end of May 2023 when Prof Balunywa's contract expired, Council appointed me as Ag. Principal until such time when a substantive Principal would be appointed. I acted as Principal for 17 months.

I had numerous challenges including

half of the staff being underpaid; not getting the actual pay as per public service guidelines, having staff at the same title earning differently and having promoted staff at their previous title pay. This caused a lot of anguish among the staff. The other challenge was the divisions and conflicts among the staff where some thought they were more powerful than others and unequitable work assignments and promotions. The main financial challenge was the wage deficit of 29 billion to cater for staff who were recruited and or promoted without permission and wage provision from the Ministry of Public Service.

I do sincerely appreciate Council and the Top Management Team that worked very well with me. Within one year as Accounting Officer, we had resolved about 80 percent of the challenges.

I was humbled on the 3 rd

Prof. Moses Muhwezi, the MUBS Principal

November 2024 when H.E Yoweri Kaguta Tibuhaburwan Museveni the President of the Republic of Uganda gave me an instrument of appointment as Principal. I also appreciate the First Lady and Hon. Minister of Education and Sports, Hon Maama Janet Kataha Museveni for that trust, I also appreciate the Education Service Commission that found me worth and recommended me to the President.

Certainly, I have to appreciate Council that entrusted me with the Institution and appraised me very highly. I appreciate my colleagues the staff of all categories; support, senior administrative, and academic, who met and appraised me very highly as a suitable candidate for the position of Principal. It is rare, for all three staff categories in University setting to unanimously support their CEO. I want to thank then heartily, for that gesture. I felt lifted up!

Qn. What kind of family did you come from?

Answer: I was born in Mitooma, in a Christian family. I have two parents who live in Mitooma. I am married to Winnie Muhwezi, a very supportive and prayerful lady. We have four children; two at the University and two at pre-university level.

Qn. Just quickly, what was your first job? I think you have talked about it, you said research assistant?

Answer: Yes, it was called research assistant, at the Faculty of Commerce, Makerere University.

Qn. What was your first

experience in Kampala since you said most of your first childhood experiences were upcountry?

Answer: Yes, I came to Kampala because of Makerere University, I had never reached Kampala. When I passed A level highly, they told us that before you go to Makerere University, you must go to Kyankwanzi for the political education course. I reported to Bushenyi district and was guided on the requirements. I reported to the to the National Resistance Movement Secretariat. That was my first time in Kampala. Certainly I got excited, I couldn't believe the time had come for me to be in the city even when I had no relative around.

I had nobody to lead me here and there. I simply came to the Secretariat. They put us in buses to Singo Military Training School. Being a village boy, I found adaptability very easy during the military training for three months. It was easy to go and collect firewood from the bushes, fetch water, and perform other manual chores. I would see other colleagues who had been used to good life crying. The village mentality made me work hard and succeed at subsequent levels. I believe it's that background that gave me the courage to withstand hardships and reach this level. Up to today, that spirit keeps me moving on.

Qn. What inspired you to go into teaching?

Answer: Many people think teaching is not something worth a career but I have a different view. Teaching is a honourable vocation.

I grew up knowing Prof. Kabwegyere in the entire Bushenyi District.

He had a good house roofed with tiles. I would reach his house and stop to admire. I got an impression that it is worth being a Professor.

My advice to colleagues is that once you have decided to take the University line to be a lecturer, you don't compare yourself with the rich business people in Kampala. The long term rewards are much different. That honor of getting a PhD, being referred to as Professor, and making a humble contribution to the body of knowledge should be good enough to motivate us. Of recent, we have examples of rich professors. I was inspired by Professor Augustus Nuwagaba, who constructed a huge commercial building in the centre Wandegaya and many other properties. We thank H.E the President who has enhanced the salary of a Professor to Shs15.6 million. Shs15.6 million. By all standards this is a good pay. I believe the narrative has changed.

Secondly, Professors can earn more money through research projects. I believe that professors, especially in the medical school at Makerere University, win high value grants, worth millions of US dollars, I do respect Prof Nelson Ssewankambo in this aspect.

Qn. Who inspired you into leadership?

Answer: I used to appreciate the Vice-Chancellors at Makerere University like Prof. Ssentenza Kajubi, when he met us as freshers, he told us how it's possible to be great leaders in Uganda and abroad. He told us about the former Makerere University students who have gone ahead to become presidents, the likes

Prof. Moses Muhwezi, the MUBS Principal

of the Nyereres. I thought I would also be a leader at some point in time.

I was also inspired by Prof Lutalo Bbossa who was the Deputy Vice Chancellor. He would be in his office by 7a.m. Every day whenever I was going to my class from Nkrumah Hall, I would find his vehicle parked at the main building. I picked my lessons, this is why you cannot come at 8 am and you dont find my car parked at MUBS. I have followed that line and I have really enjoyed it. Whoever wants to see me, will see me, whoever wants to talk to me, will talk to me.

Qn. Talking about leadership, what are your biggest, what do you think is your strength, and also what do you think is your weakness? The strength

Answer: Largely, about strength, I'm approachable, I will talk to everybody from the top to the lowest level without feeling tired, so I welcome all people because I know that people who come to your office should be having challenges. I may not provide a ready solution but I will listen to everybody attentively and try to solve their problems. Availability is very important, so, for me, availability is a very strong pillar.

I believe I also treat people fairly and equally, I don't favor anyone or disadvantage any staff. I use policy, I follow guidelines. As long as you fit within those you have an answer. I don't want to favor someone for a job when there is somebody else who would have competed for it.

Deception at my work is not my portion. I don't have to lie and show

that things are okay when they are not. I put every seemingly difficult issue on table. I explain all my intentions to the top management team, the academic board, and to all staff associations. Fortunately, they have always agreed with me.

In my leadership, I also use consensus management. In our top management, I will not dictate that this is the issue, all of us must agree. I take time to convince whoever does not agree with a certain majority position. Even when I have had threats and I have had to pray through the situation and I think this has been part of my leadership journey.

The weaknesses

It will be difficult to say that I have a weakness but I think I don't go into details of personalities. Perhaps, I take it for granted, but I am likely to trust somebody even when somebody is not in support. I have noticed some cases where I trusted people, but they are not worth being trusted, So I think I need to progressively learn to deeply understand different individuals.

Qn. What do you bring to the table, what changes do you want to see? Maybe let's start with the first 100 days?

Answer: In my first 100 days, I will complete the task I started when I was appointed to act as Principal to ensure that salary unfairness and disparities are completely resolved.

In the first 100 days, I will be enhancing all their salaries, everybody will be at per as per the public service structures. Secondly, I

want to complete the strategic plan, we don't have a strategic plan that you can touch and say, this is what we are doing and this is what we are left with. Makerere University completed its strategic plan and it is very clear; that it wants to be a center of excellence to ensure that there are more PhD and master's enrollment than undergraduates. MUBS is yet to define its direction. The Top management Team has started on this task. All stakeholders will be consulted.

We shall also us the first days to finalize the accreditation process of some academic programmes with the National Council for Higher Education.

Also in the first 100 days, we shall hold TOTs orient ourselves with a competence- based curriculum system. This will not only enable us improve our pedagogical skills on the current curricula but also prepare us to receive students who have been taught using the competence-based approach and who will be joining us in the next two years. This retooling process will be continuous but we must start.

The other thing I have to do immediately is to give assurance to the students that we are here to support them and to encourage them to read, to be in class, to be attentive, and not to dodge classes. This generation requires a lot of connection with the elders, so I have asked the chaplaincy, the peer groups, and the student leaders to engage all the students, to be disciplined, to come to class and study. We would like MUBS students to be morally upright. The First Lady has started to campaign for

Prof. Moses Muhwezi, the MUBS Principal

leadership, for the young generation, not to misuse their bodies, not to allow them to be corrupt, or unethical, but to be independent and ethical. We want to support this initiative and make it part of MUBS culture so that it is sustainable.

Qn. What will you do after 100 days?

Answer: One, I know that the critical role of the business school in the economy is to make a contribution. For every innovation, whether science or non-science, business dimension is central. So, I want the business school to take a central role in the economy of this country.

I also know that many children, start primary school and by the time they reach University, half have dropped off. Every responsible person should ask where the rest go. MUBS should practically answer that question. We plan to start catch-up programs, and deal with those Ugandans who get lost in the middle of the value chain, and give them appropriate education. Once the national qualifications framework for the country is completed then at whatever level, they will know where to fit in the formal education so that they continue with their academic journey.

I have also been preaching what is called BCom plus 1. I have written this everywhere, I have told everybody, and I told my academic board that we must get into this. It means that you come to MUBS for a Bachelor of Commerce degree but before you graduate, you need another skill, for example plumbing, electrical installation, carpentry,

tailoring, catering, etc. It is possible to get a job that is more related to these extra skills than the degree itself.

Qn. So will that come at the same cost as what you pay for the degree?

Answer: You may have to pay a little more money, but we have asked the World Bank and the Ministry of Labor, Gender and Social Government, under the ongoing GROW project to support us with the common user facility where students will be able to learn these practical skills from. We have made reasonable steps in this direction.

The other issue is that African Universities must shift from being second-generation Universities to third-generation Universities. Second generation means you teach and research. Perhaps your research is not put to good use and it gathers dust in the library.

So with a shift to another stage, you don't only teach and research, but further turn research into a consumable good. Makerere University is doing well in this. MUBS should equally do well in this direction. I have asked our Economic Forum Unit to support staff who recently graduated with PhD to turn their dissertation into policy briefs that we can give government for implementation. We shall strengthen the private public academia partnerships so that the research topics, methodology and output are relevant and useful to all the parties.

The business school must start programs now that are relevant to

the economy. Whereas our primary aim has been to run programmes that earn us money, we also need to focus on programmes that are more useful to the nation. For example the Uganda Cooperative Alliance has contacted me with a request to start a degree in cooperatives to meet the demand for specialized workers in SACCOs. Every parish has perhaps more 5 SACCOs. They need employees who understand the game.

We also now need to go into digitization because when COVID-19 struck, the number of online programmes and learners increased highly. It means that online learning is now and may keep the practice. Most of our students were born at the time when the internet was introduced, so understand this better. So universities must now perfect digitization strategies. We plan to add some purely online programmes to our menu. Issues of artificial intelligence and robotics can not be separated from business. MUBS must be part of this movement.

Qn: How did Prof Waswa Balunywa impact your career?

Answer: Yes, Professor Balunywa was my lecturer at my undergraduate, and master's level. We worked together for 28 years. He nominated me to act as Deputy Principal. Council and the Appointing Authority subsequently appointed me as substantive Deputy Principal. In his last 11 years at MUBS, we worked very closely. I do appreciate his support. He is part of my history. In him, I have learned enough lessons including the need to delegate work, he gave me all the liberty to make decisions; in fact, I would say during his last five years,

Prof. Moses Muhwezi, the MUBS Principal

we shared roles of the of the Principal though of course he had the final say as the Chief Executive Officer.

Qn. Briefly, about the forthcoming 75th graduation ceremony MUBS has about 5,000 students yet to graduate. Is there anything that you want to say about what it means to MUBs and Makerere?

Answer: First, this graduation ceremony will be an interesting one because almost half of all the students graduating at Makerere University will be from MUBS. Unlike other years, MUBS has been allocated 2 days out of the 5 days to take care of the number of students and their visitors. This partly signifies the importance of business and management education in the country. Second, we have 7 PhD students who will be graduating in various areas of business and management. Third, I also notice that around 53 percent of the graduands will be female. For policy makers, perhaps this is an impression that the gender equality strategies put in place sometime back have realized their targets.

I would want to appreciate the Vice Chancellor of Makerere University, Prof Banabas Nawangwe, his Top Management and Senate for allowing MUBS two days of graduation. I want to applaud his humility to involve MUBS in the graduation arrangements. MUBS shall continue to work well with the senior colleagues at Makerere University.

Qn. Maybe relatedly, the Ministry of Education has approved a

competence-based curriculum for A level and of course, from A level, you have to come to the University, what plans do you have to blend in this?

Answer: I know the country has been yearning for a competence-based system. That orientation is good for the country. There is no reason why students should use the competence based approach from senior one to senior six and reach university level, only to be taken to the old system. We know government will equally support us with the resources to retool and repurpose ourselves for this orientation. In the meantime, we shall progressively prepare ourselves in terms of TOTs, curriculum review, library resources etc. I believe we shall be ready.

Qn. Lastly, many Institutions do not want to admit people/ students with disabilities, maybe because of their movements, so you find several institutions are not taking them on due to the extra cost to make them feel comfortable, what are your plans for PWDs?

Answer: As MUBS, we appreciate people with disabilities because any time, anybody can face the same challenge. We have a policy on that; approved by the Council. If you walk around the Campus, you will find that all our walkways have provisions for people with disabilities. All the new buildings have ramps. We have recruited staff with disabilities and can be posted to any office. We have recruited the sign language interpreters for all functions.

We have a Disability Resource Center to handle related issues. During the examinations we give them extra 30 minutes to those who are slow as per the medical recommendation and as per Senate guidelines. We arrange a specific room for them so that they are not disturbed by the others. We hire helpers for those than require support.

We support their specialized sports and other activities.

Qn. Your last message to the stakeholders, the students, the council, and parents?

Answer: I am humbled that I was given an opportunity to lead MUBS as Principal. I appreciate government for the trust. I pray for special grace to make a humble contribution to the business school and to the nation.

I call upon the alumnus to take special interest in the Institution. We shall be inviting them for a meeting to come and give us their views on how we can further make MUBS great. Business schools must lead the way and MUBS must stand out from all other business schools in the region and in Africa.

Research And Publications In The Faculty Of Tourism, Hospitality, And Languages In 2024

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Atcero, M. (2024). Évolution des enseignements en langues étrangères et science d'éducation en ouganda : Défis passés, réalités présentes, perspectives futures. [Evolution of Foreign Language Teaching and Educational Science in Uganda : Past Challenges, Present Realities, Future Prospects] *Revue DELLA/ Afrique*, Vol. 6, Numéro Spécial – Février 2024. ISSN 2790-0584 (Online). ISSN 2790-0576 (Print). Available at <https://revues.acaref.net/wp-content/uploads/sites/3/2024/02/> [lien du document en PDF]

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Katongole, C. ; Thomas, F. (2024, accepted). Determining training needs of tour consultants in Uganda's tourism Industry, *Journal of Human Resources in Hospitality & Tourism*.

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Practical Training: A Solution To Youth Unemployment In Uganda



Mr. Asingire John (in the chef's wear) accessing students after a practical lesson

The Department of Leisure, Events, and Hospitality Management under the Faculty of Tourism, Hospitality, and Languages has taken a significant step towards addressing youth unemployment in Uganda by incorporating hands-on practical training into its academic programs. This initiative aims to equip students with market-ready skills, enabling them to thrive in the dynamic hospitality and leisure industry.

The training covers a wide range of areas, including food production, pastry and confectionery, food and beverage service, event planning, and hospitality management. Students enrolled in programs such as the Bachelor of Leisure, Events, and Hotel Management (BLEHM), Bachelor of Catering and Hotel Management (BCHM),

and Diploma in Catering and Hotel Operations (DCHO) benefit from tailored sessions designed to bridge the gap between theoretical learning and industry demands.

By prioritising practical skills acquisition, the Department seeks to empower students to become job creators rather than job seekers. Graduates are equipped to establish their own ventures, contribute to the tourism and hospitality sectors, and drive sustainable development. This aligns with the Ugandan government's initiative to tackle youth unemployment and stimulate economic growth by fostering innovation and entrepreneurship among the youth.

Furthermore, the training emphasizes the importance of quality standards, creativity, and

adaptability, ensuring that students remain competitive in a globalized job market. Beyond traditional roles, the program encourages exploration into emerging areas such as eco-tourism, digital event management, and sustainable hospitality practices, opening up diverse career opportunities for graduates.

The success of this practical training approach can serve as a model for other academic institutions in Uganda and beyond. By integrating practical skills into academic curricula, educational institutions can play a pivotal role in equipping the next generation with the tools they need to build resilient careers and contribute meaningfully to their communities.

**Compiled by: Mr. Asingire John
(Food and Beverage Practical
Trainer)**

Competencies And Abilities Are Best Built In Early Childhood

Early childhood investment is a powerful economic approach that yields several times the initial investment above the way based on individual existence. Early childhood, sometimes known as the early years, is the most essential developmental stage of life, during which critical advances are made in the physical, social, cognitive, emotional, family environment, and linguistic domains.

When properly handled, Early Childhood Development programs improve the quality of human capital or people's abilities to participate in society and the workforce. Early Childhood Development programs not only build competencies and abilities that will be never restricted to percipient earn but also encompass physical, social, and emotional improvements based on the determinants of well being across the direction of a persons life.

According to Shonkoff J and Philips D; 'From Neurons to Neighborhoods: The Science of Early Childhood Development', Early Childhood Development programs that combine and integrate well-being-advance plans (e.g., excellent diet and vaccination) with nurturing, involvement, care, stimulation, and protection have the potential to provide long-term benefits in physical, social, emotional, linguistic, and cognitive development.

From conception to two years of age, the first 1,000 days of life are becoming more well-recognized as important for the development of brain circuits that leadm to linguistic,



Rev. Francis Osire, Deputy Chaplain St. James Chapel MUBS

cognitive, and socio-emotional abilities, all of which are predictors of later-life labor market outcomes. The social patterning of health, sickness, and illness can be influenced by the social determinants of a child's health. This can also influence a person's overall well-being and functioning throughout their lifetime factors of a child's health, early childhood care, and development from an ecological standpoint, and as planned, a participatory approach in early childhood care and development is implemented.

The social determinants of health are the elements that cause positive or

negative changes in health or alter disease risks. The social determinants of health, which are different from medical treatment, can be altered by social policy. Social gradients and health equality are ideas that are related to understanding how social factors impact health.

Childhood is divided into three stages: early childhood, middle childhood, and late childhood (preadolescence). Early childhood is typically from infancy to six years of age. The methods for maintaining health and dealing with already-existing sicknesses and the social and economic settings in which

Competencies And Abilities Are Best Built In Early Childhood

photo from internet



Children learning by playing

children are born, grow up, live, and eventually work are referred to as the social determinants of health.

Despite advances in health, child malnutrition remains a problem salutariness (severe) issue with massive human and economic resource implications.

According to Brooks-Gunn J, Duncan GJ and Maritato N, in their work; 'Poor

Families, Poor Outcomes: The Well-Being of Children and Youth'. In Consequences of Growing Up Poor Experiences throughout this period, and even before birth, have a long-term impact on the health, education, and economic prospects of a child. Experiences in the first six years can become physiologically imprinted and impact outcomes throughout

life, both positively and negatively .

Disruptions during this time can have a major influence on behavior, learning, and adult health consequences. In his work, Hertzman, 'The Case for an Early Childhood Development Strategy', states that acting early, and frequently, can have a significant impact on promoting favorable outcomes and minimizing or mitigating the impact of negative childhood experiences and events. On the other hand, in Drukker M and friends, Kaplan C, Feron F, van Os, in their findings on, Children's health-related quality of life, neighbourhood socio-economic deprivation and social capital. A contextual analysis; allude to the fact that; Early childhood development programs (such as education and care, family support,

and poverty reduction) produce long-term benefits that outweigh the initial expenditure many times over. Early childhood development is a health determinant: early childhood health, well-being, and learning ability are all affected by development throughout life.

In our next issue we shall look at the physical, social, cognitive, emotional, family environment, and linguistic health related determinants of these domains.

Be prepared to retire



Mr. Emmanuel Aisu, Office Aide in the Publications Unit

Remember, retirement is a personal and unique experience. It is essential to tailor your approach to your individual needs, goals, and preferences.

The best way to retire involves a combination of financial planning, personal fulfillment, and a smooth transition. Here are some steps to consider:

Financial Planning

Start early: Begin saving and investing for retirement as soon as you get a job.

Set clear goals: Define your retirement objectives, including desired lifestyle, travel, and hobbies.

Diversify investments: Spread your retirement savings across

various asset classes, such as stocks, bonds, and real estate.

Personal Fulfillment

Pursue hobbies and interests: Engage in activities that bring joy and fulfillment into your life.

Stay connected with loved ones: Nurture relationships with family and friends will keep you of from stress and brings joy in to your life.

Consider part-time work or volunteering: Stay engaged and active, while contributing to society development.

Prioritize health and wellness: Focus on physical and mental well-being by doing exercises regularly to keep your body strong.

Plan for personal growth: Set goals for learning, self-improvement, and spiritual development.

Smooth Transition

Gradual retirement: Consider phasing out of work gradually, rather than abruptly.

Stay organized: Keep track of finances, appointments, and important documents.

Seek support: Connect with friends, family, or a retirement coach for guidance and support.

Be flexible: Be prepared to adapt to changes and unexpected challenges.

Additional Tips

Review and adjust: Regularly review your retirement plan and make adjustments as needed.

Stay informed: Stay up-to-date on retirement-related topics, such as tax law changes or healthcare options will benefit your old age a lot.

Prioritize estate planning: Establish a will, power of attorney, and other essential documents for the assets you have, will help to avoid disputes when you are gone.

Enjoy the journey: Retirement is a new chapter in life; focus on enjoying the journey and making the most of your time.

Advice To Employees:

Go home. Do not stick at work all the year. You are not the pillar of your Department. If you drop dead today, you will be replaced immediately and operations will continue. Make your family a priority.

Be prepared to retire

photo from internet



Retired teacher looking after his goats

Join work welfare and be an active member always. It will help you a lot when any eventuality occurs.

Take leave days utilize them by developing your future home or projects usually what you do during your leave days reflects how you will live after retirement. If it means you spend it all holding a remote-control watching series on television then expect nothing different after retirement.

Avoid office or work gossip. Avoid things that tarnish your name or reputation. Do not join the bandwagons that backbites your bosses and colleagues. Stay away from negative gatherings that have only people as their agenda.

Do not ever compete with your bosses. You will burn your fingers. Do not compete with your colleagues, you will fry your brain.

Ensure you have a side business. Your salary will not sustain

your needs in the long run.

Do not chase promotions. Master your skills and be excellent at what you do. If they want to promote you, that is fine if they don't, stay positive to your personal development.

Save some money. Let it be deducted automatically from your payslip for example join SACCOs you will have a better ending when you retire.

Borrow a loan to invest in a business or to change a situation not to buy luxury. Only buy luxury from your profits.

Keep your life, marriage and family private. Let them stay away from your work. This is very important.

Be loyal to yourself and believe in your work. Hanging around your boss will alienate you from your colleagues and your boss may finally dump you when he/she leaves.

Retire early. The best way to

plan for your exit was when you received the employment letter/ appointment letter. The other best time is today. By 40 to 50 be out to run your investments.

Start a project while still serving or working. Let your project run while at work and if it does not do well, start another one till its running viably.

When your project is viably running then retire to manage your business. Most people or pensioners fail in life because they retire to start a project instead of retiring to run a project.

Pension money is not for starting a project or buy a stand or build a house but it's money for your upkeep or to maintain yourself in good health. Pension money is not for paying school fees or marrying a young wife but to look after yourself.

Always remember, when you retire never be a case study for living a miserable life after retirement but be a role model for colleagues to think of retiring too.

Do not retire just because you are finished or you are now a burden to the company and just wait for your day to die. Retire young or while energetic to enjoy waking up for a cup of coffee, enjoy the sun, receive money from your business, visit nice place that you missed and spend good time with family. Those who retire late, spend about 95% of their time at work than with their family 5% and that is why they see it difficult to spend time with their family when they

To be continued in the next issue

Robert Tuhamire Leadership journey



Mr. Robert Tuhamire at Makerere University 74th graduation. he graduated with Masters degree in Energy Economics

Who is Robert Tuhamire Robert kinyamutwe, I am an Administrative Assistant under Public Relations Office, Managing Front Desk .A person with special needs, physical disability. I have a Diploma in Business Administration, Bachelors of Business Administration MUBS and Masters of Energy Economics and Governance Currently Am council elect to MUBS representative staff with Disability.

Take us through your leadership journey.

We stood two people in that position and i won in MUBS I have been aleader serving as GRC representative with staff with

disabilities and I led Rotaract club of nakawa MUBS 2013/14 as a president and I have just been elected Council Representative for Staff with Disability at Council Level. I hope to provide exemplary leadership and true representation of Staff with Disability at the School Council.

What does this position on Council mean to you?

Being a member of the strategic decision making team of an Institution like MUBS means a lot. This is not specifically for me but for us as staff with disability. It is the interests of staff with disability that I represent. As a member of Council, I now have the ability to advocate for the improvement

in welfare of my colleagues with disability within the Institution and I believe our concerns are in the best interest of management. We have the full support of management. This position also gives me a platform to re-echo our voices as persons with disability both within and outside the Institution. It is a calling that I have always prayed for and God has granted it. I feel challenged by the people who trusted me to represent them but will through the grace of God do my best to front their concerns for strategic decision making at the Institution. It is also a good networking platform. I will use this position to establish strong networks. If I use these networks profitably, there is no doubt persons

Robert Tuhamire Leadership journey



disability in all programs within and outside MUBS beyond just inclusion. We as persons with disability find inclusion without actively engaging us misleading. I also intend to use this position, the networks that I have and those that I will build to seek for all form of necessary support to persons with disability especially colleagues at MUBS and to strengthen activity at the Disability Resource and Learning Center.

What are the changes that you want to see.

Active engagement of all persons with disability in development initiatives and improvement of their livelihoods within and outside MUBS. it is easy to talk about inclusion of persons with disability. It is also true that our names can easily be included yet we are not always engaged practically. My prayer is to see us all engaged and our different nature appreciated and accommodated without discrimination. I wish to see an improvement in mobility, communication and sanitation for persons with disability. These are our greatest challenges though expensive to attain and areas where less attention is paid. There are those people who use us for personal gain, they misrepresent interest of persons with disability and make those willing to support us think that everything is moving on well and persons with disability are getting all the support they need yet this is not the case. An environment where persons with disability's interests are not misrepresented or denied a platform for the desired support is what I wish and would always advocate for.

with disability both within and outside MUBS will experience and improvement in their livelihoods.

What inspired you to stand for this position?

Every after four-year MUBS calls for staff representation at Council Level. Every staff association sends representatives and we as staff with disability are not excluded. The presence of this position alone was the very first thing that inspired me. It created room where we as

staff with disability practically get engaged beyond inclusion. It is a good corporate governance practice. I also wanted to front our ideas with true representation of our concerns. This position opens up opportunity for me to lobby for improvement of our welfare as staff with disability.

What is your agenda for your first term as the representative to council

My agenda is to lobby and advocate for improved livelihood and active engagement of persons with



FACULTY OF TOURISM, HOSPITALITY AND LANGUAGES DEPARTMENT OF TOURISM MANAGEMENT

WHAT'S MUBS INDUSTRIAL SKILLING SHORT COURSE PROGRAM?

This is a programme by MUBS Department of Tourism aimed at equipping learners with the highest standard practical occupational skills with industrial competencies which align to the changing demands of the world of work. By pursuing any of the short courses, one will be able to:

1. Acquire a technical skill to do a specific job.
 2. Obtain level II DIT certification
 3. Obtain international certification in air ticketing
 4. Obtain MUBS Certificate of Competency
 5. Start and successfully run your own enterprise
 6. Easily find work either as an employee or employer
- Each short course will last 3-5 months, 70% practical.

Admission requirements

1. At least possess an Ordinary Level Certificate (Uganda Certificate of Education) or its equivalent.
2. Express yourself in English or any other Foreign language (Swahili, Chinese, French, German)

1. Certificate in Air ticketing & Reservations management (4 months)



Mode of training

30% theory (blended physical and online) & 70% practical

Jobs Opportunities: Air ticketing Officer; Hotel reservations officer; Ticketing clerk (events, public transport, etc)

Fees (UGX): 1,500,000

2. Certificate in Tour Guiding (4 months)

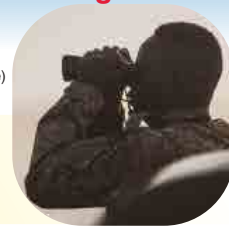
Mode of training

45% theory (blended physical and online) & 55% practical

Jobs Opportunities:

Tourist guide,
Tour product translator;

Fees (UGX): 1,500,000



3. Certificate in Tourist Driving (4 months)

Mode of training

20% theory (blended physical and online) & 80% practical

Jobs Opportunities: Tourist driver

Fees (UGX): 2,000,000

4. Certificate in Tour operations management (4 months)

Mode of training

40% theory (blended physical and online) & 60% practical

Jobs Opportunities:

Tour consultant;
Tour operator



Fees (UGX): 2,000,000

5. Certificate in Hotel front office operation (4 months)

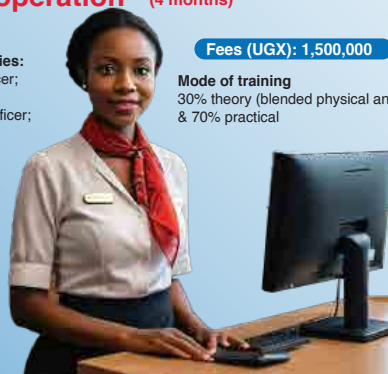
Jobs Opportunities:

Reservations officer;
Receptionist
Guest relations officer;
Door man;
Usher for events

Fees (UGX): 1,500,000

Mode of training

30% theory (blended physical and online) & 70% practical



6. Certificate in House Management (4 months)

Jobs Opportunities:

Room attendant;
Linen keeper;
Public area attendant;
Dry cleaner;
Laundry attendant

Mode of training

30% theory (blended physical and online) & 70% practical



Fees (UGX): 1,800,000

Important dates to note

Feb. 2025 intake application deadline: 10th Jan 2025
April 2025 intake for Tour Guides: 21st Feb 2025

For inquiries on the short courses

Head of Department, Tourism Management
MUBS, Kampala campus
Email: hodtourismgt@mubs.ac.ug
Tel.: +256 772340576 / +256776341985 / +256706309252