



# Entrepreneurship Quarterly Newsletter

January - March 2023

## **BECOME A BETTER ENTREPRENEUR SERIES: Pg 19**

This Online programme is organized into series meant to share information and equip entrepreneurs with the necessary knowledge to improve their businesses.

## **COLLABORATIONS: Pg 9**

The Centre has both local and International collaborations through which research, trainings among others are done by the parties involved.

## **COVER STORY: Pg 4**

This issue's cover story is about the Women's Day celebrations that were held by the MUBS Women Forum which the EIIC is part of.

## **MUBS' Four Innovators Scoop \$20,000 Each**



Members of the Hope Handcraft Women Initiative standing next to a dummy cheque of \$20,000 seed fund that they won at the NSSF Hi Innovator

Four different innovations under the MUBS Entrepreneurship, Innovation and Incubation Centre (MUBS EIIC) each bagged \$20,000 the NSSF Hi Innovator Challenge. The challenge whose final pitching was on March 13-14, 2023 was held at Mestil Hotel.

The MUBS EIIC is one of the partners to the NSSF Hi Innovator and it provides training and mentoring sessions for the innovators. Over 100 female owned businesses applied to pitch at the NSSF Hi Innovators and 53 businesses pitched solutions in agriculture, education, water & sanitation, and ICT, among others. Before pitch day, entrepreneurs were trained in business

management skills. However, only 34 were selected for the final pitching session. Those that were among the 34 selected businesses and were under training and mentorship at the MUBS EIIC include;

- African Aquaponics Commercial Fish Farmers
- Dis and Dat.
- Emrich Agro Ecological Farms (U) Limited.
- Hope Handcraft Women Initiative.
- Maima Organics Uganda Limited.
- Powerville Energy Uganda Limited.
- Proxy Investment Limited.

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MUBS  
Entrepreneurship,  
Innovation and  
Incubation Centre

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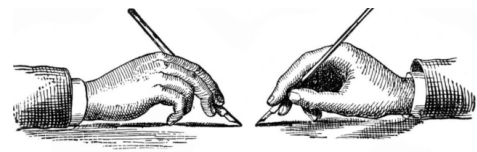
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For people without disabilities, technology makes things easier. For people with disabilities, technology makes things possible.



# Editor's Note



## Editorial and Contributors



In this publication, we look at the various activities that have been carried

out at the MUBS Entrepreneurship, Innovation and Incubation Centre. But what captured me more is the Online engagement of Become a Better Entrepreneur. Series.

Here, the Centre holds weekly Online engagements with Entrepreneurs, practitioners, policy makers among others to give their entrepreneurial journey, offering guidance to entrepreneurs among others. These engagements are held every Thursday of the week from 7:00am to 8:00am.

Personally, I have been able to get information on how different people started their companies and organizations, get guidance from the different policy makers on how to get what in regards to entrepreneurship. So kindly join the MUBS EIIC every Thursday to get informed on the different topical issues in line with entrepreneurship.

**Sumaia Namuyingo**  
Asst. Editor



Dr. Diana Ntamu  
Director, MUBS EIIC



Ms. Sarah Kyejusa  
Deputy Director, MUBS EIIC



Ms. Remie Namutangula  
Manager, Innovations



Mr. Joshua Karuhanga  
IT Manager, MUBS EIIC

**INNOVATION CAMP BUSINESS**  
Classic Brothers Mountain Initiative Presents  
Media, Art and Tech for SMEs and Startups

**THEME:** "Value of Media Art & Tech on SMEs, Startups and Businesses"

**Target Participants**  
Youths, SMEs, creative industries, private sector, innovators, academia, cultural organizations, media, Businesses, schools and universities, media enterprisesandcreatives.

**Key Events**  
Exhibition Pitching Networking sessions Entertainment

Register now: [bit.ly/3BaLhKQ](https://bit.ly/3BaLhKQ)

**TO BOOK A BOOTH**  
Ronald : 0776789133 email: cbmbrothers2@gmail.com  
Cyrus : 0787269229 email: sumiconlineug@gmail.com  
Paul : 0756754297 email: paulokasu42@gmail.com

**FREE ENTRY PUBLIC**

Date: 14th-15th July 2023  
Time: 9am - 5pm  
MUBS Entrepreneurship Innovation and Incubation Centre

# 13<sup>th</sup> MUBS Women Forum International Women's Day

On March 9, 2023, MUBS Entrepreneurship, Innovation and Incubation Centre joined the rest of the world to celebrate International Women's Day. The Centre together with the MUBS Career Guidance and Skills Development Centre and the MUBS Leadership Centre under the MUBS Women Forum The Forum that has been in existence since 2010 and celebrating the International Women's Day under different themes held its 13<sup>th</sup> informative and educative forum under the theme; *"DigitALL: Innovation and technology for gender equality."* Below are the highlights of the event

## Always have Each Other's Back

Counsel Shifrah Lukwago advised women to know who they are and what they want. She said this during the MUBS Women Forum celebrations for the International Women's Day on March 8, 2023 at the Main Library Short Tower. "There is an inner beauty about a woman who believes in herself, who knows she is capable of anything, she puts her mind to. There is a beauty in the strength and determination of a woman who follows her own path, who is not thrown off by obstacles along the way, whose confidence comes from experience, who knows she can fail, pick herself back up and move on."



Counsel Shifrah Lukwago  
Commissioner; Uganda  
Human Rights Commission

The event that was organized under the theme: **"DigitALL: Innovation and technology for gender equality"** saw Counsel. Lukwago defining the meaning of woman as follows;

W-Wheel of Family,  
O- Ocean of Knowledge,  
M- Mirror of Children,  
A-Address of Love and  
N-Navigation of Life boat.

With that description, she asked women to embrace their femininity and ensure that we do not leave any woman behind. She encouraged women to always have each other's back by supporting one another.

## Women are Natural Leaders

"This day was chosen to appreciate women, celebrate them, enhance their rights in society among others," said Prof. Waswa Balunywa during his address at the International Women's Day that was organized by the MUBS Women Forum. He said that the biological roles and physical



Prof. Waswa Balunywa, PhD  
Principal, Makerere University  
Business School

roles of women has labeled them natural leaders but society started leaving out women in decision making, to the extent that in some countries they never used to vote.

Prof. Balunywa said that this and more had triggered the fight for equity in terms of opportunities like taking them to good schools, inheritance in business among others.

The Education guru as well as the Principal of MUBS further said that there is something that men are not doing right which has led to the increase in the number of female students in universities than male students. This has also led to the change of the picture where by there are more women in leadership positions than men.

## Take the Mantle, Manage the World

MUBS' Deputy Principal Prof. Moses Muhwezi appreciated the theme for the International Women's Day saying that it was interesting because it invites all of us to science. "Looking at the just concluded 73<sup>rd</sup> MAK Graduation, 59% of the graduands were female and these



**Prof. Moses Muhwezi, PhD  
Deputy Principal, MUBS**

are humanities but the science programmes there were 30% female students, thus the theme supports that women must get into sciences," said Prof. Muhwezi.

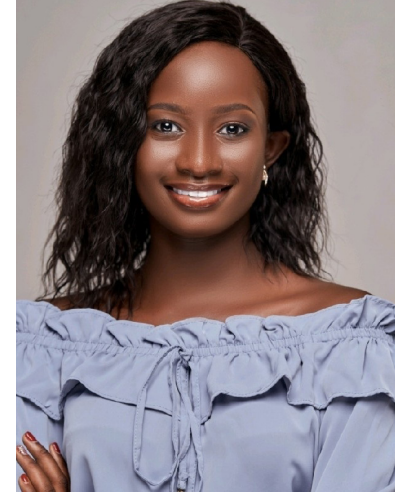
He said that the obstacle Uganda is hit hardest with is teenage pregnancy, thus he called upon for interventions to overcome this challenge. He also cautioned the participants to be cautious with what they put on social media to preserve their image.

Prof. Muhwezi also noted that cultural dimensions can not be done away with to be able to change society as far as gender is concerned not leaving out religious leaders.

He called upon women not to leave men behind but have to be careful because their role is to take care and to provide. "Women, take up the mantle and manage the world, systems and nations."

## Do not Hold Yourself Back

MUBS' Guild Vice President H.E. Charity Kevin Lenia called upon women to stop deputizing men and take the lead. She said this during the International Women's Day celebrations that were held at MUBS Main Campus and organized by the MUBS Women Forum.



**H.E. Charity Kevin Lenia  
MUBS Guild Vice President**

"This day shows our accomplishments and achievements. Let us be an inspiration to others. It is not right for you to hold yourself back so stand up and accomplish," she said as she called women to fix each other's crowns and not pull each other down.

H.E. Lenia together with the Guild President H.E. Bruno Kamoga requested the Principal and Management of MUBS to add the SHEA fight to the campaigns. The SHEA campaign stands for Sexual Harassment, Exploitation and Abuse. To this, the Principal Prof. Waswa Balunywa agreed to the campaign to be added to the MUBS campaigns that include; stopping the spread of HIV/AIDS, Drugs, Alcohol and Substance Abuse, fight against Homosexuality, Respect for Persons With Disabilities, saving the environment through proper disposal of plastics.

## The MUBS Women Forum Trains Cleaners in Soft Skills

Prior to March 8, 2023, the MUBS Women Forum held trainings for the MUBS Cleaning Section in Computer Literacy. Annually, the Pre-Women's day events that the Forum holds are trainings for the less privileged people in its society on how they can survive and help them survive along side their main job.

Ms. Constance Ankunda one of the trainees appreciated the Forum for the training that they received. "Who are we to operate a computer, we have only been cleaning it, but now we can type, turn it on and off. Thank you MUBS Women Forum."

### Technology is not Gender Sensitive

“There has been gender inequality right from childhood and this has defined our roles in society. This inequality has also brought a gap in leadership due to the designated roles by society,” said Ms. Shakilah Nagujja.

However, Ms. Nagujja said that with technology, all the gaps that have been created by gender inequality are to be bridged. She called upon women to embrace technology to help them grow in what ever field they chose to pursuit.

She added that women usually shy away from technology because they have grown through society knowing the science, technology are masculine disciplines. She informed women that technology is not gender related and that they should jump on board and grab the bull by its horn.



**Ms. Shakilah Nagujja**  
Manager  
MUBS e-Learning  
Centre

### Technology will Take you Places



**Ms. Barbra B. Mutabazi**  
Managing Director  
Women in  
Technology Uganda

“If you embrace technology, you will never go wrong. I am where I am because of technology. After graduation, I failed to get employment, so it is because of this that I decided to build websites to be able to earn and survive,” said Ms. Barbra Birungi Mutabazi.

She said that it is through this that she was able to build websites for many companies and in the end established her own organization (Women in Technology Uganda) that aims at empowering women and girls from underserved communities to live sustainable and fulfilling lives through use of technology education, skilling and linking them to work opportunities.

### Technology for PWDs



**Ms. Olivia R. Nankinga**  
Collaborative  
Lead Trainer  
and Deaf  
Education  
Practitioner

As the world is changing and developing, human resource is lowering whereas technology is improving. Due to these developments, Persons With Disabilities (PWDs) are being left out. So it is in my calling to see to it that there is inclusivity for PWDs,” said Ms. Olivia Rebecca Nankinga.

She said that it is due to this that she has put focus on digital skills for persons with disabilities. Ms. Nankinga called upon PWDs to embrace technology to be able to achieve in everything they are doing. She said that due to the technological developments, PWDs need to embrace space to be able to sell their merchandise, services, develop skills, do numerous things within the comfort of their space and be able to compete with the rest thus room for equality and growth.



*“I think it’s very important to get more women into computing. My slogan is: Computing is too important to be left to men.”*  
- Karen Spärck Jones



## Lowena expresses her Passion for Robotics

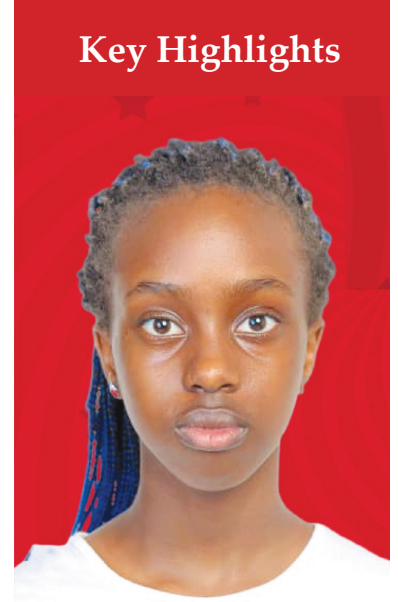
Lowena Mwiza Ruyendo was the youngest panelist of the day. She is in form two (F2) at Viva College Jinja. In her presentation, she requested parents to interest their children with technology when they are still young. Lowena appreciated her parents for the great idea they had and took a choice to interest her and this has helped her in life and in school.

Her parents, Mr. Arinaitwe Ruyendo and Ms. Molly Ruyendo said that the performance of their daughter is good especially with mathematics and physics. They said the robotics that she was introduced to at a tender age has helped mold and shape her brain to be able to easily play with numbers when put in her face. Due to this, they called upon parents to inspire children from the age of 4-18 years to engage in science and technology through robotics because the future belongs to the children. They said that as STEM, they are targeting to change the mindset of parents and children towards technology.

Lowena said that she was inspired by the Queen of Software Eng. Margaret Hamilton because she was the first programmer hired for the Apollo project and in 1965 became Director of the Software Engineering Division. She was responsible for the team writing and testing all on board in flight software for the Apollo spacecraft's

Command and Lunar Module and for the subsequent Skylab space station.

Lowena and her team represented Uganda and emerged the first in East Africa at Robotics Championships and fourth in Africa. The team is heading to United States to represent Uganda in the World Robotics Championships. She invited students to join STEM because it is enjoyable and educative.



**Ms. Lowena Mwiza Ruyendo**  
**The Robotics Star**

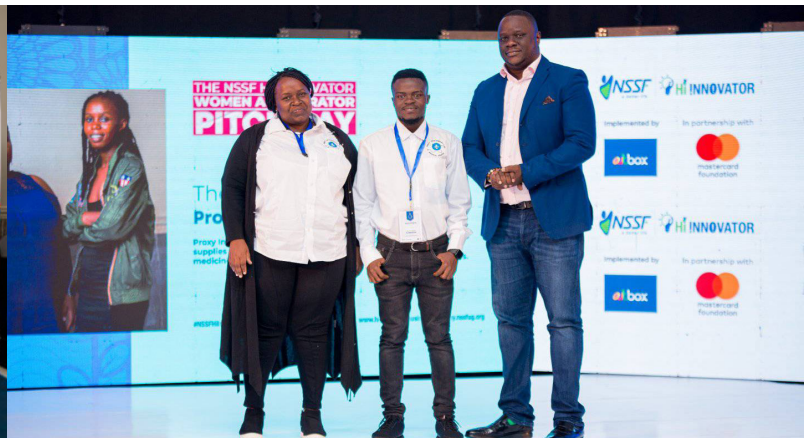


Children under STEM exhibiting their Robotic Skill as guests look on



Children during one of their Robotics Sessions

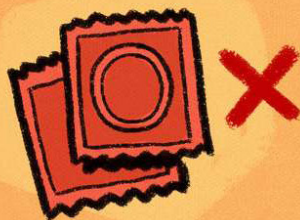
# MUBS' Four Innovators Scoop \$20,000 Each



These seven companies and others pitched their hearts out for seed fund of \$20,000. Out of the seven companies from MUBS, three were dropped and four bagged \$20,000 each. Those that went home victorious include; Hope Handcraft Women Initiative, Maima Organics Uganda Limited, Powerville Energy Uganda Limited and Proxy Investment Limited. **Congratulations to the winning teams. MUBS is proud of you.**



## Factors That Increase Risk of HIV Transmission



Unprotected sex



STDs



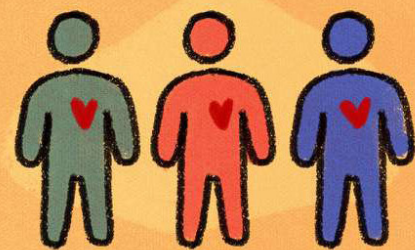
High viral load



Substance use



Douching



Multiple sexual partners



# MUBS EIIC Hosts TU Delft Students



Job (standing) during one of the Mentorship Sessions at the Centre



Job (in a white shirt) with his father at the Centre



Students from TU Delft, Staff from the MUBS EIIC, Mentors and Students during the farewell dinner in Garuga

Delft University of Technology also known as TU Delft, is the oldest and largest Dutch public technical university, located in Delft, Netherlands. The Delft Centre for Entrepreneurship (DCE), part of the Delft University of Technology, Faculty of Technology, Policy and Management, is responsible for the provision of educational programs and conducts research programs related to Technology Entrepreneurship.

The partnership between MUBS-EIIC and Delft Centre for Entrepreneurship began in 2017-2018 through a collaborative training program on how to build a sustainable business model in supporting Entrepreneurship which was attended by the Centre's Focal Persons for Regional Campuses, saw them meet and getting in touch with Ms. Ellen van Anandel a representative from Delft Centre for Entrepreneurship. They established a relationship and entered a partnership to support the International Internship Program and TU Delft sent the MUBS EIIC three students in 2019 to come and support Students' Projects in the Faculty of Computing and Informatics and businesses in the MUBS-EIIC Accelerator Program.

In January 2023, the MUBS EIIC again hosted two students from TU Delft Annika and Job in honor of the collaboration. While here, Annika and Job led an insightful Mentors Co-creation Session Meeting at the Centre. One of the main topics discussed was how to improve startups during EIIC Startup Garage learning process. The duo had an informative yet adventurous stay and where hosted to a farewell dinner at the Principal's residents in Garuga on January 26, 2023.

# Dr. Ntamu Tips Youth on Innovation

Dr. Diana Ntamu, the Director MUBS Entrepreneurship, Innovation and Incubation Centre (MUBS EIIC) tipped youth on how to take advantage of their qualification. This was during the New Vision Education Expo 2023 that took place between January 27-29, 2023 at Uganda Institute of Information and Communications Technology (UICT) in Nakawa, Kampala. "It is important for one to discover one's strengths, skills, hobbies, and talents so as to develop a business idea that will bring you opportunities in life," she said while addressing the participants on how to make a University degree count.

The Expo that was organized under the theme "where education and the world of work meet," saw Dr. Ntamu advising the youth to identify a problem in their community. "Start by identifying the problem faced by the people in your community that will need to be solved. People will be willing to pay you for addressing the problem, especially when there is no one addressing it or some are not doing it well." Dr. Ntamu underlined that many people innovate business ideas, but mistake them for being opportunities. She said such ideas can only come to fruition when they are attractive to customers by addressing gaps in the market. "If you are going to do a business, be sure that you are addressing a need, a gap, a problem you need the resources and skills."

The Director also assured the youth that they do not have to have access to resources, but can take advantage of their social capital, including friends and family, to be able to exploit various opportunities. 'Age-appropriate responsibility'.



Dr. Diana Ntamu making a presentation at the New Vision Career Expo 2023 at UICT



Youth attending career talk during the New Vision Career Expo 2023 at UICT



MUBS Council Chairman Eng. Isaac Ngobya with his children at UICT



Dr. Ahmed Walugembe (in a blue shirt) with staff from the MUBS Career Guidance and Skills Development Centre at UICT

# There is need for Alternative Dispute Resolution



Seated R-L; Mr. Simon Smith, Ms. Frances Ddungu Smith, Prof. Waswa Balunywa, Dr. Diana Ntamu and Mr. Kintu Ibrahim with participants and trainees after the certificate award ceremony.

MUBS Principal Prof. Waswa Balunywa emphasized the need for alternative means of resolving disputes in order to reduced the prolonged dispensation of justice and case backlogs in Courts of Law. Prof. Balunywa said that arbitration and mediation are important because they help save time and money when the parties involved decide to resolve their issues outside a courtroom.

According to Prof. Balunywa arbitration quickens the process of getting justice, therefore the public should embrace it. He said this while he was giving closing remarks at the seven (7) day Alternative Dispute Resolution (ADR) training that was conducted by the Arbitration and Mediation Society of Uganda, (AMSU) in partnership with the MUBS Entrepreneurship Innovation and Incubation Centre (MUBS EIIC). The event took place on January 31, 2023 at the MUBS main Campus, Nakawa.

The Director MUBS EIIC, Dr. Diana Ntamu, said that the School is happy to collaborate with AMSU to find quick means of resolving disputes and appealed to Ugandans to embrace the ADR training .



Dr. Diana Ntamu awarding a certificate to one of the trainees, next is Ms. Frances Ddungu Smith during the certificate award ceremony.

The Chief Executive Director AMSU, Ms. Frances Ddungu Smith, noted that the training was aimed at getting Certified Arbitration Practitioners to help Courts of Law resolve conflicts. She also called upon leaders and the general public to pick interest in the training to help ease the process of justice and conflict resolution.

Ms. Smith explained that, through arbitration, parties can achieve impartial rulings on their cases in a faster, more cost effective way and there will be a consideration, concession that one will not lose dearly.

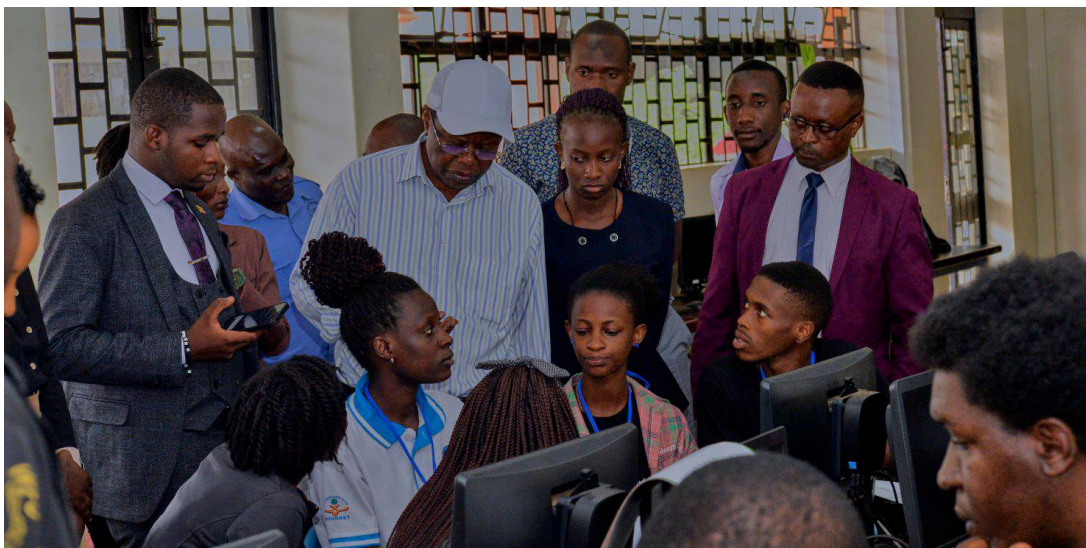


Outbox hosted a Bootstrapping Revenue Models and Managerial Accounting Workshop for various DIHs. Mrs. Remie Kirunda, Manager, Innovations represented the MUBS-EIIC at the AfriCon EU



Day 3 of the NSSF Hi Innovator Pre-Selection Bootcamp, the sessions that the women-led & owned businesses should keep an eye out for;

- Getting ready to pitch.
- How should your vision be expressed? among others



The Principal of MUBS, Prof. Waswa Balunywa, interacting with Young Developers from various Google Developer Student Clubs (GDSC) who showcased their innovative solutions at the Hackathon.

On Tuesday January 17, 2023 a team of Mentors went to the field to conduct a due diligence exercise on MTN Nsindika Njake award winner's businesses; Psalms 40, Giova tech and Shun's handcrafters hub.



Some of the ladies that were guided by the Centre for the NSSF Hi Innovator Women Cohort.



From Left-Right; Dr. Danika Tynes from Silicon Valley, California and Babaluku, a "Legendary" Musical Artist, paid the Centre a visit. They interacted with the MUBS EIIC StartupGarage Incubatees.



# MUBS EIIC Marks 25 Years

## How the Centre was Established; Prof. Balunywa

The sending away of the Indian community in Uganda created scarcity in the country. There was a lot of events in line with business. These events made me realize that in Uganda we were not business minded. Thus, to be able to support small businesses, one had to find a way in which to nurture business.

This was the motivation for the starting of the Small Business Development Centre in Makerere University in 1998. At that time, I requested one of the students who had just finished an MBA with the focus on Entrepreneurship to become the Director of the Centre and that was Ms. Audrey Kawuki. She did a tremendous job up to the time she left and Dr. Diana Ntamu took over for her.



**Prof. Waswa Balunywa**  
Chairman  
MUBS EIIC Board

## A Word from the Centre Director



**Dr. Diana Ntamu**  
Director  
MUBS EIIC

At the time I joined the Centre, they had done a great job and continued to do a great job in training micro small and medium enterprises. The Centre had established quite a number of partnerships with

different organizations including Uganda Investment Authority, Private Sector Foundation, National Labour Organization

among others.

The Centre was also running an Annual Entrepreneurship Conference. This Conference is an event that allows us to discuss topical issues in entrepreneurship. Today we talk about how to promote entrepreneurship, the challenges of entrepreneurship and how we can create jobs and increase incomes through entrepreneurship. We know that people that are running businesses, researchers on entrepreneurship and other people that are supporting entrepreneurs need information. What we have done over the years is to develop a Resource Centre that collects different forms of information. Some of it is academic, we have reports, stories from newspapers. The Centre has collected Pakasa Stories which bring to us entrepreneurs who are succeeding in different sectors in different spaces so that our students, our researchers and entrepreneurs can make use of this information.

Research makes a big component of what the Centre does. As a Unit in the business School, the Centre finds that it is important to generate new knowledge. If we say we are promoting entrepreneurship, we need to research into entrepreneurship to understand what is happening in the entrepreneurship space in this country.

We recruit for organizations that want talent. Today, our biggest partner is MTN Uganda where we have over 300 staff who work as temporary staff.

We have seen a change, we are creating impact. This has been collective effort. We have been able to work with key partners like Private Sector Foundation, Financial Institutions, Development Organizations for instance International Youth Fund, International Labour Organization, Food and Agriculture Organization, US Agency for International Development to support entrepreneurs. Thank you so much MTN Uganda, ZTE Telecom, PSFU, Stanbic Bank Uganda, DFCU Bank, IM Bank (formally Orient Bank) and all our partners out there.

## Trainings at the Centre

We train to unlock the minds of people but also to develop businesses to support these businesses to grow. We train the students, we train entrepreneurs, we train small and medium enterprises. We train women and youth.



**Ms. Sarah Kyejjusa**  
Deputy Director  
MUBS EIIC

## Innovations at the Centre

We encourage ideation and business starting and thus we nurture innovative ideas. We do this through mainly our bootcamps, we have 24hour bootcamps, we have a MUBS Innovation Cafe. We leverage on the resource persons from the different Faculties for instance Faculty of Entrepreneurship, Faculty of Computing and Informatics and the MUBS ICT Centre to facilitate the programs that we ran. We also work with the



**Ms. Remmy Namutangula**  
Manager, Innovations  
MUBS EIIC

Students Association for instance Google Developers Students Club, ICT Students Club.

## Recruitments at the Centre



**Ms. Habibah Nalusiba**  
In Charge  
MUBS EIIC - MTN  
Recruitment Centre

We have been recruiting for MTN Uganda for about eleven (11) years now in different departments. We are a team of five (5) Accounts Managers that are managing the staff recruited at MTN Uganda.



# MAKERERE UNIVERSITY BUSINESS SCHOOL

## MUBS FACULTIES AND OUTREACH CENTRES

### FACULTY OF GRADUATE STUDIES AND RESEARCH

- ◊ Doctor of philosophy Degree
- ◊ Doctor of Business Administration
- ◊ Master of Human Resource Management
- ◊ Master of Business Administration (Evening)
- ◊ Master of Business Administration (Modular)
- ◊ Master of Science in Accounting and Finance
- ◊ Master of Science in Marketing
- ◊ Master of Science in Procurement and Supply Chain Management
- ◊ Master of Science in Banking and Investment Management
- ◊ Master of Arts in Economic Policy Management
- ◊ Master of Science in Leadership and Government
- ◊ Master of Science in Entrepreneurship
- ◊ Master of Hospitality and Tourism Management
- ◊ Master of International Business
- ◊ Master of Business Psychology
- ◊ Postgraduate Diploma in Business Administration
- ◊ Postgraduate Diploma in Business Education

### FACULTY OF COMMERCE

- ◊ Bachelor of Commerce
- ◊ Bachelor of Real Estates Business Management
- ◊ Bachelor of Science in Finance
- ◊ Bachelor of Science in Accounting

### FACULTY OF MANAGEMENT

- ◊ Bachelor of Human Resource Management
- ◊ Bachelor of Leadership and Governance

### FACULTY OF COMPUTING AND INFORMATICS

- ◊ Bachelor of Business Computing
- ◊ Bachelor of Office and Information Management

### FACULTY OF MARKETING AND HOSPITALITY MANAGEMENT

- ◊ Bachelor of Leisure and Hospitality Management
- ◊ Bachelor of International Business
- ◊ Bachelor of Catering and Hotel Management
- ◊ Bachelor of Science in Marketing
- ◊ Bachelor of Travel and Tourism Management

### FACULTY OF ECONOMICS, ENERGY AND MANAGEMENT SCIENCE

- ◊ Bachelor of Procurement and Supply Chain Management
- ◊ Bachelor of Business Statistics
- ◊ Bachelor of Transport and Logistics Management
- ◊ Bachelor of Arts in Economics

### FACULTY OF ENTREPRENEURSHIP AND BUSINESS ADMINISTRATION

- ◊ Bachelor of Entrepreneurship and Small Business Management
- ◊ Bachelor of Business Administration

### FACULTY OF VACATION AND DISTANCE EDUCATION (FVDE)

- ◊ Diploma in Business Administration
- ◊ Diploma in Hotel and Restaurant Business Management
- ◊ Diploma in Entrepreneurship and Small Business Management
- ◊ Diploma in Computer Science
- ◊ Diploma in Accounting and Finance
- ◊ National Certificate in Business Administration (UBTEB)
- ◊ Higher Education Certificate in Business Studies

## MUBS OUTREACH CENTRES

### eLearning Centre

Email: [elearning@mubs.ac.ug](mailto:elearning@mubs.ac.ug)

### Entrepreneurship Centre

Email: [entrepreneurshipcentre@mubs.ac.ug](mailto:entrepreneurshipcentre@mubs.ac.ug)

### Leadership Centre

Email: [leadershipcentre@mubs.ac.ug](mailto:leadershipcentre@mubs.ac.ug)

### Career Guidance Centre

Email: [career@mubs.ac.ug](mailto:career@mubs.ac.ug)

### ICT Centre

Email: [ictcentre@mubs.ac.ug](mailto:ictcentre@mubs.ac.ug)

### Executive Education Programmes

Email: [eeeps@mubs.ac.ug](mailto:eeeps@mubs.ac.ug)

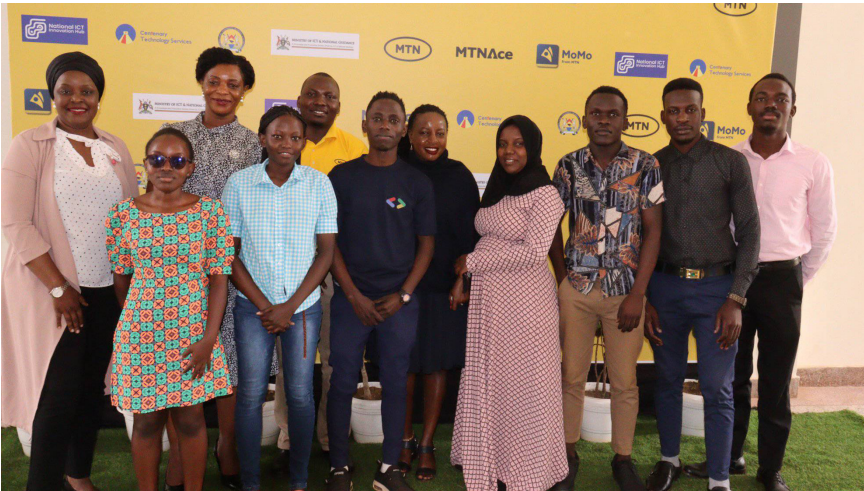
A place to be . . .

Plot 21A, Old Portbell Road, P.O. Box 1337, K1a, Uganda, Telephone: +256 414 338 40/338 120

Email: [info@mubs.ac.ug](mailto:info@mubs.ac.ug) | Website: [www.mubs.ac.ug](http://www.mubs.ac.ug)



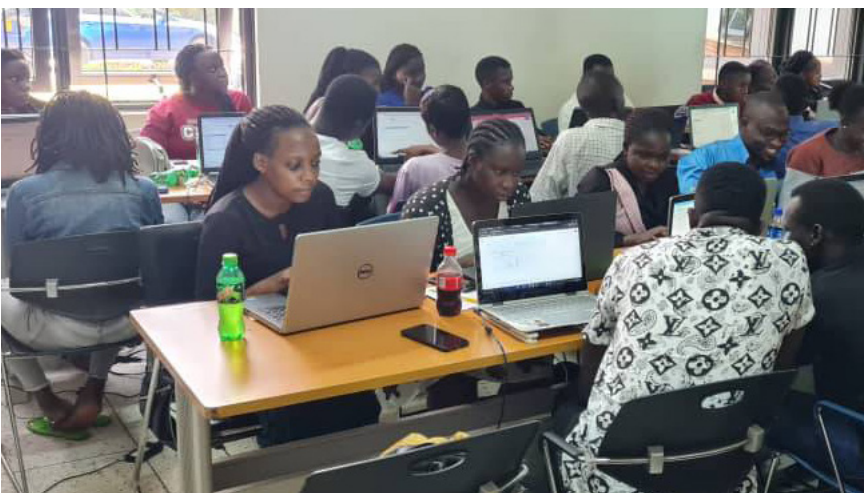
# MTN Work Readiness Program (MTN ACE Career)



Dr. Diana Ntamu (2<sup>nd</sup> back), Ms. Remmy Namutangula K (1<sup>st</sup> left), Ms. Shakirah Nagujja (with black veil) with staff from the MUBS EIIC and graduates.

Over fifty (50) graduates were trained at the MUBS Entrepreneurship, Innovation and Incubation Centre (MUBS EIIC) on March 11, 2023. The youth that were trained on how to hold and handle effective Online meetings were also taken through a series of different google tools among others. This training was held at the MUBS EIIC aimed at equipping the graduates with digital skills under the MTN ACE Career Programme.

The initiative provides a three-months soft skills training and internship placement for selected participating fresh graduates. Initially, a total of 100 recent graduates will be shortlisted to participate. Fifty (50) of the shortlisted graduates will be recruited in cohort 1 and another fifty graduates will be recruited in cohort 2. Graduates who successfully go through the program will be placed at MTN Uganda to do internship for a period of three months. Makerere University Business School Innovation, Incubation and Entrepreneurship Centre (MUBS-EIIC) will serve as the training and coaching implementing partner in the program and will also be responsible for conducting research and tracer studies.



Youth at the MUBS EIIC during the digital training.

Partnership key facts: program period 1 year; focus area – diploma and under graduates; reach – national; impact anticipated – graduates skilled for the job market; ambition – A digitally skilled Human capital.



Dr. Diana Ntamu training youth at the MUBS EIIC during the digital training.



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The Relevance of Capital Markets /  
 Stock exchange to Small & Medium  
 Enterprises

BECOME A BETTER ENTREPRENEUR SERIES



SPEAKER

**Dr. Diana Ntamu**  
 Director, MUBS-EIIC



MAIN SPEAKER

**Mr. Keith Kalyegira**  
 CEO: Capital Markets Authority of Uganda



HOST

**Dr. Edith Basalirwa**  
 Dean FESBA, MUBS

📅 Thur Mar 9th, 2023,  
 7:00 am

💡 ZOOM  
 Meeting ID: 948 2572 4764  
 Passcode: 678569

For more Information, Contact us on: ✉ [entre-shipcentre@mubs.ac.ug](mailto:entre-shipcentre@mubs.ac.ug)



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BECOME A BETTER ENTREPRENEUR SERIES



SPEAKER

**Dr. Diana Ntamu**  
 Director, MUBS-EIIC



MAIN SPEAKER

**Dr. Samuel Mayanja**  
 Lecturer, Department of Projects and Small  
 Business Management - MUBS



HOST

**Dr. Edith Basalirwa**  
 Dean FESBA, MUBS

📅 Thur Feb 9, 2023, 7:00 am

💡 ZOOM  
 Meeting ID: 958 0132 2115  
 Passcode: 412290

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**Makerere University Business School**  
 Entrepreneurship, Innovation and Incubation Centre

Why Entrepreneurs fail

Become a Better Entrepreneur series



SPEAKER :

**Dr. Diana Ntamu**  
 Director, MUBS-EIIC



MAIN SPEAKER

**Prof. Waswa Balunywa**  
 Principal, MUBS



HOST:

**Dr. Edith Basalirwa**  
 Dean FESBA, MUBS

📅 26 Jan, 2023, 7:00 am

💡 ZOOM  
 Meeting ID: 910 0773 2224  
 Code: 672221

For more Information, Contact us on: ✉ [entre-shipcentre@mubs.ac.ug](mailto:entre-shipcentre@mubs.ac.ug)



**MAKERERE UNIVERSITY BUSINESS SCHOOL**  
 Entrepreneurship, Innovation & Incubation Centre

Accessing Financial Resources –  
 My experience at RENA Beverage  
 Solutions

BECOME A BETTER ENTREPRENEUR SERIES



SPEAKER

**Dr. Diana Ntamu**  
 Director, MUBS-EIIC



MAIN SPEAKER

**Ms. Regina Nakayenga**  
 Founder and Managing Director  
 RENA Beverage Solutions



HOST

**Dr. Edith Basalirwa**  
 Dean FESBA, MUBS

📅 Thur April 6, 2023 7:00am

💡 ZOOM  
 Meeting ID: 988 6825 4180  
 Passcode: 773297

For more Information, Contact us on: ✉ [entre-shipcentre@mubs.ac.ug](mailto:entre-shipcentre@mubs.ac.ug)

## A Bad Idea Will Fail a Startup; Prof. Balunywa

Entrepreneurship failure is not an easy thing to define because there is the entrepreneur as the individual, the startup and the business. This was said by Prof. Waswa Balunywa during the Become a Better Entrepreneur Series (BABES) on Thursday January 19, 2023 hosted via zoom by the MUBS Entrepreneurship, Innovation and Incubation Centre. The series that was titled; **“Why entrepreneurs fail”** saw Prof. Balunywa walk the participants Online through what makes startups fail because it is the startups that birth entrepreneurs as well as businesses.

“Looking at startups, the entrepreneur may have what it takes, all those features of an entrepreneur as well as traits but he or she may fail,” said Prof. Balunywa. He noted that startups define who the entrepreneurs is, they are initial stages where a business is being formed and if a startup is good, the business is going to succeed and if it is not good, it may not succeed.

He highlighted some of the facts as to why startups fail and these include;

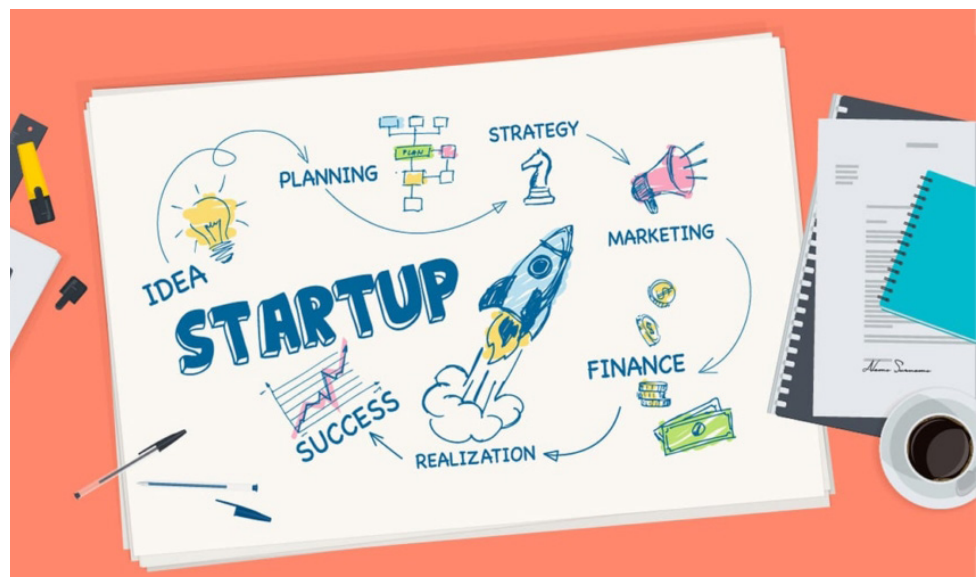
1. Failure to get a good idea. There are numerous opportunities and they reflect on customer’s needs and wants. Look out for the need the customer may afford and translate into a successful business.
2. Failing to get a good business model. How are you going to deliver value to the customers. If you do not get that right, you are finished.
3. Getting the product right. This is linked to the business model. What kind of product are you selling.
4. Pricing of the product. If you do not get this right, you have not business thus bound to fail.

5. Failure to finance the startup. This is the life blood of the organization or company so to succeed, ensure that your finances are in place to see the business thrive.

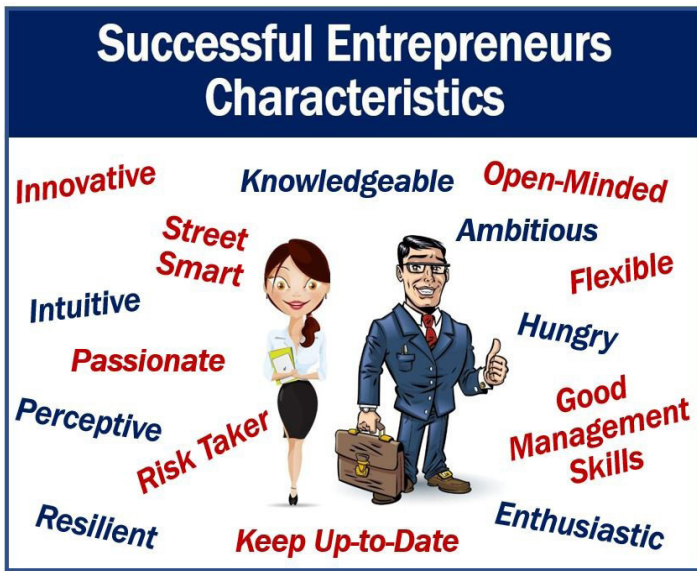


**Prof. Waswa Balunywa**  
Principal MUBS

6. Failure to locate the business. If you do not get location right for your business, chances are that you might not succeed.
7. Failing to get the right people and skills to manage the business. You have to have the right people with the right skills to be able to thrive and of course keeping it in mind that they are trustworthy and almost have the same vision as you.



# Through Entrepreneurship, countries will Overcome Poverty



It has been acknowledged that entrepreneurship is the only way countries will overcome poverty. This was said by Prof. Waswa Balunywa the Principal of MUBS on February 2, 2023 during the Online Become a Better Entrepreneur

Series (BABES). He was delivering his presentation to the participants under the topic; **“Entrepreneurship Failure: What are the remedies?”** He said that this can be done through nurturing entrepreneurs and making sure that they are able to survive and thrive.

“Studies have been made including that of the Global Entrepreneurship Monitor to which MUBS is part of and it has been noted that entrepreneurship is the key to economic growth and of course economic development.”

Prof. Balunywa called upon the participants to visit the MUBS EIIC to access the different services that they have to help them grow and receive guidance to how to nurture their businesses to be able to thrive. “We are here to see that we foster entrepreneurship in the country. We want to see more people in entrepreneurship.”

## Just like Human, Businesses also need Oxygen to survive

“Just like humans need oxygen to be alive, the business also need oxygen and this oxygen is working capital. Working capital is the life blood of a business,” said Prof. Laura Orobia, the Deputy Dean Faculty of Graduate Studies and Research as she was making her presentation during the Online Become a Better Entrepreneur Series (BABES). On February 23, 2023, Prof. Orobia told the Online participants that working capital enables the business cover the day to day costs and also sustain the day to day operations of the business. This was under the topic; **“Managing the life blood of a business.”**

She added that working capital is needed in a business for purchase of raw materials and other imports for the business, to pay wages and salaries, to cover the day to day operations such as fuel, electricity, water, airtime, Internet among others. Working capital is also used to meet

selling calls such as advertisements.

Furthermore, Prof. Orobia elaborated on what makes up working capital. She said that it includes a list of what can comfortably convert into cash in the shortest time possible like a year or less. For example receivables, cash at hand among others. It also includes a list of those we owe short term basics and other payables if they are to be paid in a year or less.



**Prof. Laura Orobia**  
Deputy Dean  
Faculty of Graduate Studies  
and Research

## Borrow With the Right Purpose

A business need to borrow when the purpose is right and if it is necessary to take credit. This was advised that was given by Mr. Arthur Isiko the Managing Director of Bank of Africa, Uganda on March 2, 2023 during his presentation under the Online Become a Better Entrepreneurship Series (BABES) by the MUBS EIIC.

While making a presentation on the topic; **“When should a business owner borrow money”**, Mr. Isiko advised business owners to borrow when they have the ability to repay and not to borrow more than what they can afford. He said that business owners have to consider if the pricing of the loan is right for them to borrow which will also help them affirm more on their reason to borrow. **“A business that has a strong credit history will have more borrowing options available to them so pay kin attention to your credit history.”** Mr. Isiko asked business owners to always look at the market conditions to see if they are favourable to take up credit for any financial institution.

He however also highlighted the factors that have affected the access to credit for business startups. He said that lack of a track record, uncertain revenue projections, insufficient stake, success rate and regulatory requirements have affected startups in terms of access to credit from financial institutions. He however advised the startups to; create a solid business plan, demonstrate revenue traction, show team experience, demonstrate their stake, explore alternative patient capital sources and work with trust to be able to stand high chances of accessing credit.



**Mr. Arthur Isiko**  
Managing Director  
Bank of Africa, Uganda

## You can Buy Shares or Earn Dividends as an Entrepreneur



**Mr. Paul Bwiso**  
CEO  
Uganda Securities Exchange

Officer, Uganda Securities Exchange. He said this during the Online Become a Better Entrepreneur Series (BABES) on March 16, 2023 under the topic; **“The Uganda Securities Exchange:- How does it work? How can entrepreneurs access it?”**

**“Stock exchange is market place where we have buyers and sellers of securities and where we also have companies that come to raise capital and avail their shares to the public to be able to make them available to the general public to invest,”** explained Mr Paul Bwiso the Chief Executive

He said that when companies need to raise capital, they go to the primary market which governs both the Capital Markets Authority (who is the regulator) and the exchange market. He added that to be able to increase capital, a company needs to put up a prospectus which is a document of information. In this document, the company discloses all the information it requires to be able to inform the public and the investors who would be interested in investing in this company thus providing it with capital.

Mr. Bwiso said that entrepreneurs can buy shares, earn dividends among others to be able to grow. He added that there is the Growth Enterprise Market Segment for small and medium companies. As he concluded his presentation, he gave the entrepreneurs a snapshot into what is required to seek for capital, join the different markets and also seek for investors into their businesses.

## The Solution Challenge From the Google Developers



Prof. Waswa Balunywa (in cap), H.E. Bruno Kamoga (in suit) with students during the Google Developers' Event

The Solution Challenge is an annual event organized by Google Developers to provide an opportunity for developers to showcase their skills and create innovative solutions that solve real-world problems. This event brings together developers from all over the world to collaborate, learn, and create solutions that have the potential to make a significant impact on society. The Solution Challenge is based on the United Nations' 17 Sustainable Development Goals (SDGs), which provide a framework for creating a more sustainable and equitable world. By aligning with the SDGs, the Solution Challenge provides students with the opportunity to contribute to a global effort to create a better world.

At Makerere University Business School, the Solution Challenge is being carried out in a series of events. The first event was an info session, where students were introduced to the Solution Challenge and given details on how they can participate. This session provided an overview of the competition rules, criteria, and the prizes that could be won.

The ideathon was the second event in the series. This was a brainstorming session where students generated ideas for solutions that could address real-world problems. During the

ideathon, participants were encouraged to think creatively and identify the most pressing problems that could be solved using technology.

The third event was the design day, where students learned about user experience design and how to create prototypes for their solutions. This event provided students with the skills and knowledge necessary to design solutions that are both effective and user-friendly.

The hackathon is the fourth event in the series. This is the most intense part of the Solution Challenge, where students spent several hours coding and developing their solutions. During the hackathon, students work in teams to build functional prototypes of their solutions.

Finally, the series end with the demo day, where students present their solutions to a panel of judges. The demo day is a chance for students to showcase their hard work and creativity, and to compete for prizes.

The top three teams receive amazing prizes, including cash awards, Google hardware, and mentorship from Google experts. In addition, all of the top 10 teams receive recognition for their accomplishments, and the opportunity to showcase their solutions to a global audience. By participating in the Solution Challenge, students not only have the chance to win fantastic prizes, but also to connect with industry experts and gain valuable experience that will help them in their future careers.

In conclusion, the Solution Challenge is a unique and exciting event that provides students with the opportunity to use their skills to make a real-world impact. By aligning with the SDGs, the Solution Challenge encourages students to think critically about the most pressing issues facing society today, and to create innovative solutions that can help to solve these problems.

# Unleashing the Power of Design

The MUBS Google Developer Student Clubs (MUBS GDSC) organized Design Day, which focused on design thinking and best IT practices. The event that took place on February 18, 2023, was hosted at MUBS Entrepreneurship Innovation and Incubation Centre. This was a one day workshop that aimed at having attendees to learn and practice product design skills, and also get started on solution challenge projects.

The Design Day began with a keynote address by Kaitesi Lisa, the current GDSC Lead, who set the tone for the day by emphasizing the importance of empathy and creativity in the design process. Following the keynote, attendees had the opportunity to attend three different speaker sessions, each focused on a different aspect of design:

## Speakers:

**Luyima Abdul Hakim:** A user experience designer and team lead of Kreate. He presented on the topic of design thinking and how to use empathy to create user-centric products. He took us through the process of performing a design sprint.

**Wandera Emmanuel Brian:** A user experience designer with Kreate and software developer presented on the topic of branding, product design and how to use color and typography to create effective visual identities.

**Latim Ronnie David:** A software developer and also the former GDSC Lead presented on the topic of design systems, the technical architecture and how to create scalable and consistent design solutions.

## Student Feedback:

Overall, attendees were thrilled with the quality of the Design Day and the insights they gained from the speakers and activities.

## Conclusion:

Design Day was a huge success, providing attendees with valuable insights into the design process and hands-on experience with



Students in the MUBS Computer Laboratory during the Design Day.



Prof. Waswa Balunywa (in cap) talking to students as Dr. Paul Kasse (in maroon suit) looks on in the Computer Laboratory during the Design Day.

different design tools and techniques. We thank Google Developer Students Clubs and the Entrepreneurship and Incubation Center for organizing and hosting this event and the speakers, workshop leaders, and attendees for their contributions. We look forward to future design events and opportunities to unleash the power of design!

# 15 Reasons Why Businesses Fail: Alux

*Ever wondered why most businesses fail? Here are the most common reasons! Everyone dreams about being their own boss, but only a few understand why other businesses failed before them.*

*Many of you are starting businesses or are already running them, that's why the interest in increasing your chances of success is becoming a priority. It makes sense to study what others did wrong in the hopes of avoiding it, that's where we come in.*

*We put together a list of factors that impact why new companies never really get of the ground as well as resources for you to look into the matter.*



1. No Competitive advantage; It's easy to blame your failure on the faceless corporations that are slowly taking over the world, when in reality, you have no differentiators. You were selling something people could've bought anywhere else, you didn't approach the issue in an innovative way, you didn't leverage new resources others didn't.
  2. No strategy; You need to know where your going and what steps to take. Your strategy allows you to deal with the market. It is the foundation of your business and allows you to keep track of how you are performing.
  3. Poor understanding of market needs; Companies tend to ignore the customers.
  4. Wrong partners; Partnerships are important. Sometimes partnerships fall out due to different desires, ideas, ray of variables among others. This will eventually affect companies due to fall out of founders.
  5. Lack of business acumen; Some people are good at business and are bad at business. This affects the growth and sustainability of the business. This entails studying and understanding businesses.
  6. Lack of Vision; There is need for a long time vision that is used as a Northstar of the business. This will guide our activities to growth.
  7. Micro Managing; A one person business does not make you a boss. You are the only employee of a company you just formed. When the first employee comes in, you will micro manage them, paying attention to details.
  8. Not hiring the right people; Finding the right people is almost a form of art. You need to have a certain flair for it. A valuable employee will help you grow a business.
  9. Lack of Capital; It is understandable to some degree that you believe you need
- Listening to customers is invaluable practice that helps the company mature, learn and adapt through customers' feedback and suggestions. Always keep the customers in mind.



# 15 Reasons Why Businesses Fail: Alux

large amounts of money in order to start a business. But that is an excuse for lack of effort. Money is never an issue when you have time and skill.

10. Scaling too fast; Having too much money on your hands might lead to failure. This is why large start ups fail. Not every business is meant to be a large multinational one with thousands of employees. The higher the chance that things will spin out of control.
11. Not adapting quick enough; Speaking of your ability to remain nimble and adapt quickly if you are unable to read what is happening with your business, to understand how things are going and more importantly where they are going in the industry your in, you might be left behind.
12. Inability to sell; Cash flow is the oxygen of any company as long as you have money coming in you are alive. The problem most first time entrepreneurs have is they think if they build it, people will come rushing over to purchase what they are offering. The reality hits you like a brick in the face once you realize no body cares what you have built even if it can help them.
13. Trying to do too many things at once; It is easy to get destructed by all of the opportunities around you when you have the entrepreneurial mind. Find one thing

that works for you and get good at it. Once you have grown in it, then you can branch slowly to the other sets for your business.

14. Failure to use the resources at hand; Most businesses fail because the entrepreneur is too lazy to learn how to make the most out of the available resources. The internet has democratised opportunities and the access to the valuable information. You can no longer say that the internet is for the elite or a few.
15. Lack of passion for the business; The last thing on our list is passion for what you are doing. You have to love it, that is why people always say, "do not do it for the money" if you do not love it, if you are not obsessed with it, you are going to fail.



Success or failure in business is caused more by mental attitude even than by mental capacity. Banish the fear-attitude; acquire the confident attitude. And remember that the only way to acquire it is-to acquire it.

— Walter Dill Scott —

AZ QUOTES

# Collective action in social entrepreneurial ventures: the role of shared meaning

Dr. Diana Ntamu, Prof. Waswa Balunywa, Dr. Isa Nsereko and Dr. Godwin Kwemarira



Prof. Waswa Balunywa



Dr. Diana N. Ntamu



Dr. Isa Nsereko



Dr. Godwin Kwemarira

of SEVs focusing on their engagement in collective action.

## Design/methodology/approach

The study adopted a cross-sectional survey to achieve its objectives. The population comprised 558 SEVs registered with the Kampala Capital City Authority in Uganda. A sample size of 226 social ventures was determined using Krecjie and Morgan and participants were selected using the simple random sampling technique. The questionnaires were distributed by two research assistants, and 210 completed questionnaires were returned. Structural equation modelling was used to analyse survey data and test the study hypotheses.

## Findings

The study findings show that shared meaning in the form of teamwork and group efficacy predict collective action in SEVs.

## Research limitations/implications

The results have implications for social entrepreneurship researchers, practitioners and policymakers. Firstly, creating social ties by belonging to different groups in the community creates common understanding among social entrepreneurs and other actors fostering cooperation

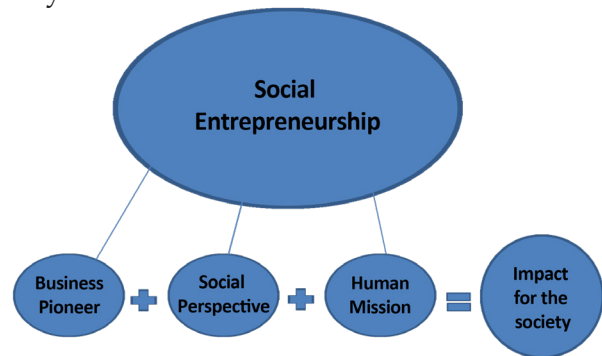
## Purpose

Social entrepreneurs engage in collective action to adapt and solve social problems in complex environments. Through collective action, they mobilise and access resources to create positive social change in local communities. While previous studies explain the role of social identity in promoting cooperation, this paper aims to examine shared meaning as a predictor of collective action in social entrepreneurial ventures (SEVs). This study was conducted among founders

to solve problems in the local community. Secondly, understanding each other's perspective well enough facilitates a shared view of social problems for combined action. Practical implications SEVs should provide relevant information using the right channels in local communities to promote collaboration. Failure to use the right communication channels may prevent collective action. Managers in social ventures should allow for open information sharing between themselves and the partners that they work with to address social problems. This enables them to share both the good and bad feedback. It also enables the growth of teams and improves how they work. The teams should be developed with specific responsibilities so that everyone is clear on what they should do while addressing social problems.

**Originality/value**

The researchers argue that shared meaning develops when social entrepreneurs interact with the local community and other stakeholders prompting joint action to address social problems. This study extends knowledge on collective action using the activity domain theory.






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