



A quarterly publication of Makerere University Business School Leadership Centre

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## Leadership Centre Trains COMESA Secretariat Senior Management



**COMESA Secretary General Mr Sindiso Ngwenya (middle in the first line) in a group photo with other participants at Chaminuka Lodge, Lusaka Zambia. Full story on page 2**



**Dr Louis Kasekende (left) delivering the keynote address at the conference as Prof Venansius Baryamureeba (middle) and Prof A.B. Kasozi look on.**

While speaking at the 5th Annual International Leadership conference, Dr Louis Kasekende, Deputy Governor, Bank of Uganda said that many banks had been closed due to poor Corporate Governance. He told participants that banks performed a unique role in a modern market-oriented economy and therefore had to practice good corporate governance which should start with establishing the right board of directors.

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# Prof. Balunywa advises COMESA Top Management to use Emotional Intelligence to manage conflict



*On the left is Prof Balunywa with Mr Sindiso Ngweya, COMESA Secretary General who joined him in one of the training sessions and on the right is Amabassador Nagla El Hussainy, COMESA Assistant Secretary General in charge of Finance at the opening of the training.*

It is leadership that drivers organizational success. This was said by the secretary general in his remarks at the training of the top managers in the COMESA Secretariat in Zambia. The training which was held in a quiet exclusive Chaminuka lodge in sub urban Lusaka was a result of the top management of the COMESA Secretariat to improve the leadership effectiveness of members of top management. The MUBS Leadership Centre won a contract to conduct the training. A rich menu of topics was covered during a three day training which proceeded the day of general trainings analysis among the top managers.

The illustrations in the training brought out the distinction between managers and leaders goal setting and decision making and how managers and leaders delegate authority for effective performance. Prof. Balunywa who was the team leader dealt with issues of emotions and emotional intelligence which he said was increasingly becoming a very important tool and skill in leadership.

The Director of the Leadership Centre, Ms. Regis Namuddu conducted an exciting team building exercise that left the participants yearning for more participatory exercises. Participants were also taken through how to mentor subordinates, how to communicate and manage meetings. In evaluating the training, the participants agreed that the training was excellent and requested for more training in areas of strategic thinking and stress management. The Centre hopes to do more training in COMESA.



*Ms Regis Namuddu, leading a group of participants in an outdoor team building exercise*



*Some of the COMESA Secretariat top management in one of the sessions during the training*



# 5th Annual International Leadership Conference

*From page 1*

The MUBS Leadership Centre organises the International Leadership Conference annually and this time round the Conference intended to share and disseminate knowledge about the best leadership and governance practices. This was the 5th Annual International Leadership Conference (AILC) that was held between June 23-28, 2014 at Sheraton Hotel, Kampala under the theme ***“Good Corporate Governance as a key to Innovation and Sustainable Competitive advantage”***.

The Conference had several activities that attracted both local and international participants from USA, Kenya, Nigeria, Somalia, Tanzania, and Swaziland among others. The AILC is part of the MUBS effort to address the leadership challenges not only in the country but also in the region. The Conference kicked off with a young women mentorship programme where women leaders from various Universities were mentored and trained in leadership and challenges faced by women in leadership positions and workplace.



*Dr Louis Kasekende, Deputy Governor, Bank of Uganda delivering the keynote address during the Finance Track at the Conference*



*A group photo of participants who attended the 5th Annual International Leadership Conference at Kampala Sheraton Hotel*



*Hon Ken Lukyamuzi, Member of Parliament, Rubaga South, speaking during the political summit at the Conference.*

Prof. Waswa Balunywa, the MUBS Principal during his welcoming remarks he highlighted the need for leaders in a changing society and what it takes to be a good leader. He noted that there were few women leaders in most organisations, yet research has it that women were better leaders. Marginalization is biological, highlighted by Ms. Regis Namuddu the Director Leadership Centre. She noted that, it starts from the time a girl child is born. She added that girls are introduced to domestic chores like cooking, washing, nursing the babies among others at an early age. Ms Annet Nabatanzi Muyimba who was also

the chairperson of the Conference Committee, highlighted the importance of corporate governance in fostering innovation in order to achieve sustainable competitive advantage. Prof. George Mondo Kagonyera Makerere University Chancellor who also officially opened the Conference appealed to Ugandans to emphasize the concept of corporate governance as a way of improving organisational and national performance and transparency. He thanked MUBS and the Leadership Centre for their effort to profile and create a data base for world leaders.

*Continued on next page*



# Good Corporate Governance as a key to Innovation and Sustainable Competitive advantage



*Some of the Political Summit panellists (L-R) Hon Betty Kamyu, Hon Mohammed Nsereko and Hon Nabillah Nagayi Ssempala*

In the political summit, the one-time presidential candidate Hon. Betty Kamyu, and the former deputy Prime Minister Hon. Kirunda Kivejinja were joined by the youthful Mohammed Nsereko, and the Kampala Woman Member of Parliament, Nabilla Naggayi, Hon Ken Lukyamuzi among others to discuss the role of the Judiciary, Executive and the Legislature in governance of a country.

They noted that while Uganda's

current constitution was an excellent piece of document, the actual exercise of the powers of the three organs of the state was concentrated in the Executive.

The Conference had a corporate governance track where the keynote address was given by Dr. Louis Kasekende, Deputy Governor of the Bank of Uganda.

The main presentations were made by the CEO of the Institute of Corporate Governance of

Uganda the Veteran, Rotarian and Professional banker, Mr. Sam Owori, Mr. Keith Karyegira, the CEO of Capital Markets Authority, Mr. Geoffrey Kitakule, the CEO of Letshego Uganda Limited and Mr Francis Ogwang, the head of Corporate Banking at Eco Bank. The Presentations brought out the current state of corporate governance in the financial sector including the challenges the sector was experiencing.



*Left –Right, Col Henry Matsiko, Dr Abed Bwanika and Col Felix Kulaigye were among the other political Summit panellists at the Conference*

There were also academic papers that were presented where Prof. A.B Kasozi, the former chairman, National Council for Higher education gave a keynote address on the role of research in nation building.

Prof. JC Munene, the Director of Doctoral Programme at MUBS was one of the presenters in the academic track, he focused on generative leadership as an event that transcends the capabilities of individuals. He said that it was the product of facilitating and regulating interactions, resonance and exchange rules governing changes in perception and understanding.

The Conference was concluded with a Women's Forum where Prof. Maggie Kigozi shared her experience on the challenges of women inclusion and other presenters included Ms. Shifra Lukwago, the Kawempe Woman Councilor and Ms. Diana Ntamu, the Director MUBS Entrepreneurship Centre.

In his closing remarks, Prof. JC Munene, thanked the Principal, the organizers and participants for they made the conference a success. He further encouraged people to learn to brand and promote not only themselves but also their ideas



# Set Africa

## Leadership Training

In collaboration with the Entrepreneurship and ICT Centres, the Leadership Centre partnered with International Youth Foundation (IYF), MasterCard and USAID to develop a programme of developing social entrepreneurs for Africa. The programme is a one year programme that involved identifying young entrepreneurs with a social aim who are making a difference in the lives of people in their respective communities.

On identification, the young people were prepared for a training in leadership with guidelines from International Youth Foundation. A leadership programme was developed and a nine day programme was conducted at the Imperial Golf View Hotel in Entebbe from May 1-8, 2014. The Leadership retreat covered a wide range of topics that were intended to empower the youth to scale up their activities. The topics covered were under major themes of personal, political, visionary and collaborative leadership.

A group of 25 young people included participants from 14 Anglophone countries. The countries represented were Uganda, Kenya, Tanzania, Malawi, Rwanda, Zambia, South Africa, Namibia, Cameroon, Ghana, Nigeria, Liberia, Zimbabwe, Lesotho and Sierra Leone.

The leadership training was closed on with an award ceremony at Kampala Serena Hotel



*The young social entrepreneurs holding discussions during the training*



*The young social entrepreneurs holding discussions during the training*



*Prof Waswa Balunywa, Principal, MUBS was the lead facilitator for the training*



*Some of the participants celebrating victor after winning a group assignment*

# High School Leaders urged to practice good Leadership

The Leadership has continued to train High school top management and teachers in effective leadership. The training was held on May 8, 2014 at MUBS Annex Bugolobi. Participants included head teachers, Directors of studies and teachers from Trinity College Nabbingo S.S.S, St. Balikudembe Mitala Maria, Mengo S.S.S and Mariam High S.S.S among others. The Director, MUBS Leadership Centre, Ms. Regis Namuddu equipped participants with leadership qualities and roles of a leader. Through group discussion, participants were able to know the leadership qualities they possess. Roles of a leader included being empathetic, loyal, trustworthy, patient passionate and independent among others. She also noted that leaders should always emphasize that staff had 100% responsibility towards the success and failure of the organisation.

Participants were also equipped with building effective teams skills by Ms. Bridget Namubiru a Lecturer at MUBS in the department of Leadership and Governance. She noted that team building was a process that must have a sense of collaboration. She further explained that having teams helped to identify people with ability and willingness to perform. She further explained the key team building steps which included: forming, storming, norming, performing and adjourning among others.

Mr. Zaid Mpaata, a Lecturer at MUBS also from the department of Leadership and governance in his presentation of leadership challenges and motivation, informed participants that a good leader must inspire, motivate, create adherence, willing to listen to details and make others act among others.

He noted that challenges to

effective and efficient leadership were basically identified to be both policy and environmental related. He urged participants to establish ways of making teachers perform towards common goals. He said that establishing systems enabled achievement of results.

Prof. Waswa Balunywa, Principal, MUBS noted that a good leader must have a vision. He further noted that there was a conflict of interest between government and its institutions which had led to ineffective leadership. That was because those objectives were translated into policies within institutions and schools must operate and therefore this had created a gap for penetration and

quick growth of the private sector in terms of private universities, schools among others.

He said that vision setting involved full involvement, team building, motivating worker, appreciation for good work, conflict management, dedication to communication and continuous consultations.

He informed participants that in order for leaders to sell their vision, they had to bring people on board through strategic planning meetings.

The participants appreciated the Centre's efforts in designing training programmes for high schools and promised to practice what they had learnt to improve performance of their schools.



*The facilitators of the training: Mr Zaid Mpaata(up), Ms Bridget Namubiru(left) and Ms Regis Namuddu (right)*



# Drucker's Model

## for Effective Leadership

Drucker believed effective leadership rested on five basic components:

- Strategic planning by the leader as the foundation
- Business ethics and personal integrity as necessary conditions
- Leadership as taught in the military as a baseline model
- Correct perception and application of the psychological principles of motivation
- The marketing model as an effective general approach

### The Leader's Role in Strategic Planning

Peter admonished us in class: "You cannot predict the future, but you can create it." More popularly, this is stated as "The best way to predict the future is to create it."

Either way, his method of creation was through strategic planning by the leader. I emphasize "by the leader" because, although many organizations have strategic planning divisions, the CEO may do little more than sign off on work done by strategic planning professionals. Peter had a different view.

Strategic planning was the first priority of the leader and the leader had to do it. He taught that strategic planning is not about making decisions in the future; decisions can only be made in the present.

Therefore, the leader has to make decisions now to create a desired future.

This implies reaching the stated goals or objectives regardless of later environmental conditions, which would require adjustments

and changes along the way.

It was crucial to start with the leader's objectives derived from the definition of the organization's mission: the answer to the question, "What business are we in?"

Only then could management decide on the actions they had to take now—in the present—to realize these goals at some time in the future.

### Business Ethics and Personal Integrity

Drucker was one of the most ethical individuals that I have ever met. If strategic planning was the foundation of leadership, ethics and personal integrity were necessary conditions for leadership effectiveness.

In his earliest writings, he stated that leadership was exercised properly only through character, and though followers might forgive a leader much, they would not forgive a lack of integrity.

Peter's views on ethics ran contrary to some of what others taught. He drew distinctions between business ethics and personal integrity. Both were necessary for effective leadership, but he was very cautious of absolute interpretations of "ethical business behaviour."

He tested many approaches to ethics in his search for a universal ethical code for business, but



*Peter Drucker (R.I.P)*

found them all wanting. In the end, he decided they were inadequate, and settled instead on four Confucian concepts and an ancient Greek physician's admonition as his primary test.

### Modelling Military Leadership

Some may be surprised that I consider modelling military leadership one of Drucker's five components of effective leadership; however, Drucker made many favourable references to the military in class, as well as in his writing.

As noted earlier, he believed that the first and best book on leadership was written by Xenophon, a Greek general, almost two and a half millennia ago.

Drucker's was not an adaptation of a "business is war" philosophy, but he believed the military model provided good practical leadership.

# Benedicto Kagimu Mugumba

## Kiwanuka: A Brief profile



### Benedicto Kiwanuka (R.I.P)

Benedicto Kiwanuka was the first Prime Minister of Uganda. He was born on May 8, 1922. He was the leader of the Democratic party and one of the early leaders that led the country in the transition between colonial British rule and independence. Kiwanuka was a member of the Baganda ethnic group and member of the Roman Catholic Church.

After attending primary school, he joined the King's African Rifles where he rose to the rank of Sergeant Major in the Second World War. He also worked as an interpreter at the High Court of Uganda. He attended a Matriculation course law in Lesotho between 1950 and 1952, before proceeding to Britain to attend University College London between 1952 and 1956.

In 1956, he returned in Uganda and started practicing Law privately from 1956 to 1959. In 1958 he was elected President General of the predominantly Catholic Democratic Party.

He re-organised the party and made it popular throughout Uganda. The Democratic Party won a majority in the March 1961 legislative elections and Kiwanuka became Chief Minister in the Uganda legislative council.

As a result of the September 1961 Uganda Constitutional Conference held in London, Uganda achieved internal self-government on March 1, 1962 and Benedicto Kiwanuka became Uganda's first Prime Minister in the new National Assembly.

Uganda achieved independence on October 1962 with Obote as the first Prime Minister of a fully independence Uganda. Benedicto Kiwanuka was imprisoned in 1969 by Obote's government but was one of 55 political detainees released by Idi Amin immediately after the coup that brought Amin to power.

Amin appointed Kiwanuka as the first Ugandan chief justice on 27 June 1971. Kiwanuka soon came into confrontation with Idi Amin's disregard for the rule of Law. Kiwanuka was later killed by Amin's forces on September 22, 1972 at Makindye Military prison in a prolonged execution which according to eye witnesses involved Kiwanuka ears, nose, lips and arms being severed and castration before he was finally Immolated. Kiwanuka's killing was the first of a series directed against leading figures in the Baganda and Ankole tribes aimed at curbing the power these groups held.



***Ben Kiwanuka meeting the the U.S president J.F Kennedy at the White House in 1961 when he was the Chief Minister of Uganda***



***Benedicto Kiwanuka and Abu Mayanja, address a rally following Kiwanuka's release from prison in 1971***



# Lessons for leaders

By Prof. Waswa Balunywa



**Prof Waswa Balunywa**  
*Principal, MUBS*

In one of the most popular books on how to win friends and influence people, it is reported that Abraham Lincoln said never mind the bad things that people say about you especially if they are not correct. In my career as the Head of the Business School, I have had statements like, "let the man go", he is the problem to the institution. Of course such statements are possible in public sector institutions.

You get amazed by what people say about you but more amazed when it is said by people who know you very well and those who know that for the time being, your presence is an asset to the institution

## **What causes this kind of talk in organizations and how should leaders respond?**

People in organizations are of various kinds, some are motivated by the work they do, others by the money they get out of the work or no work and there are those who even do not know why they are in the organization.

These different types of people are likely to behave in different ways, those who want to achieve, do not have time for idle talk. Of course they do but are too busy doing things to be proud of to mind what others are doing and when they mind it is to bench mark and learn from such people. Those who seek a salary or simply an earning from what they do, they spend most of the time pre occupied with how to earn and

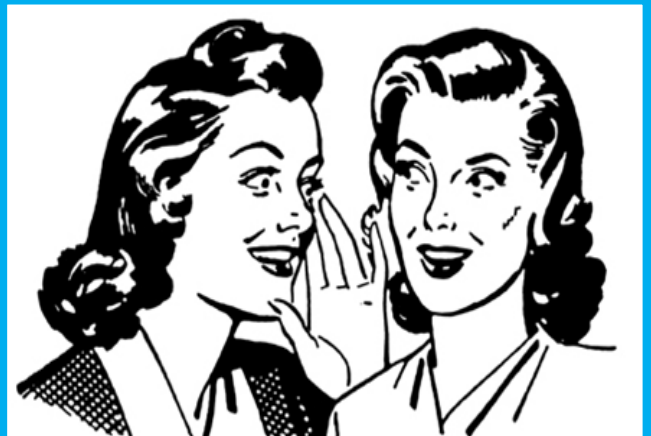
what is it that will make them earn more.

Simple minds can be destructive because their idle talk finally ends up falsifying information, causing envy and conflict. This is destructive to organizations because it reduces people's productivity and performance. It will put organizations in deep trouble.

## **How should leaders react?**

Some leaders feel they should go away from such situations, they consider resigning while others want to plump on such people. I have found that these solutions do not solve any problem instead they perpetuate idle talk and more destructive conflict.

Leaders should be able to take on this information, study, understand it and then act. At times not even to act, rumours and negative information in the institution especially bad mouthing should be talked



*Idle talk can be very dangerous and destructive to an organisation*

about publically when you talk about it, those who have been rapping usually think about it and get embarrassed that they are involved in unnecessary talk that is breeding conflict, they become more careful.

If you have firm evidence of the perpetrators of such idle talk, confront them, let them know you know, chances are they will stop. At times it is important to also provide information about the issues that have been raised, providing the correct information stops the idle talk from continuing. Unfortunately such is the nature of man. It is despite the good things that one ever does there will always be detractors. Do not be deterred by these simple minds, pursue your dreams because the antagonists usually hang on your dream.

# 5th Annual International Leadership Conference Pictorial



*Prof Venansius Baryamureeba Hon Kirunda Kivejinja at the Conference dinner*



*Ms Annet Nabatanzi, the conference Chair with Dr Moses Muhwezi*



*The Finance Track panellists (L-R) Mr Keith Kalyegira, Mr Geofrey Kitakule, Mr Sam Owori and Mr Francis Ogwang*



*Some of the Academic Track presenters (L-R) Prof A.B Kasozi , Dr Jourbert Patricia from the University of Swaziland, Dr Henry Buwule from Ndejje university and Mr Isaiah Olale Onyango from Kenya*



*Prof J.C Munene presenting a paper alongside Mr Moses Kibirango*



*Prof Mondo Kagonyera (left) and Prof Waswa Balunywa (right)*



# Makerere University Business School

## Deans of Faculties



**Dr Geoffrey Bakunda**

Dean, Faculty of Marketing and  
International Business



**Ms Annet Nabatanzi**

Dean, Faculty of Management  
and Public Policy



**Dr Arthur Serwanga**

Dean, Faculty of Commerce



**Prof Joseph Ntayi**

Dean, Faculty of Computing and  
Management Science



**Mr. Freddie Ssemukono**

Dean, Quality Assurance



**Dr Mohammed Ngoma**

Dean, Graduate Research  
Centre



**Dr Moses Muhwezi**

Dean, Faculty of Entre-ship and  
Business Administration



**Mr. Charles Omagor**

Dean, Faculty of Distance and  
Vocational Education

# The MUBS Leadership Centre schedule 2014

MONTH	ACTIVITY	DURATION	COSTS UG.SHS
April May			
	Public Speaking & Power Point Presentation Training	2 Days 10 <sup>th</sup> -11 <sup>th</sup>	UG X 220,000
	22 <sup>nd</sup> Quarterly Leadership & Governance Seminar (Know your leaders)	1/2 Day 30 <sup>th</sup>	Sponsored by MUBS
June	How to balance home & work (Women in employment)	1Day 8 <sup>th</sup>	UGX 170,000
	Becoming An Effective Leader for Guild leaders, graduates and youth in leadership	1 Day 20 <sup>th</sup>	UGX 90,000
July	5 <sup>th</sup> Annual International Leadership Conference (AILC)	6- Days 24 <sup>th</sup> - 28 <sup>th</sup>	Local participants UG X 350,000 International participants US D 300
	Effective Board Management Leadership & development	2 Days 10 <sup>th</sup> - 11 <sup>th</sup> 2-day 24 <sup>th</sup> -25 <sup>th</sup>	UG X 90,000 240,000
August	23 <sup>rd</sup> Quarterly Leadership & Governance Seminar	1/2Days 22 <sup>nd</sup>	Sponsored by MUBS
September	Empowering Women to lead Lading in Changing times	2-Days 7 <sup>th</sup> -8 <sup>th</sup> 2-Day 21 <sup>st</sup> -22 <sup>nd</sup>	UGX180,000 240,000
	Leading Homes & Families (For men)	2Days 18 <sup>th</sup> -19 <sup>th</sup>	UG X 170,000
October November	Team building	1-Day 24 <sup>th</sup>	UG X 220,000
	Leadership in Local Government	2-Day 12 <sup>th</sup> -13 <sup>th</sup>	UGX 150,000
	24 <sup>th</sup> Quarterly Leadership & Governance Seminar	½ Day 20 <sup>th</sup>	Sponsored by MUBS
December	Empowering women to lead	2-Day 27 <sup>th</sup>	UG X 150,000 180,000
	Conflict Management	1- Day 4 <sup>th</sup>	UGX 220,000
	Annual MUBS Leadership Members Dinner 12 <sup>th</sup>	½- Day 12 <sup>th</sup>	

- a) All fees are subject to change depending on the Venue where the activity will take place
- b) We welcome tailor made programmes on request
- c) For more Details, Please contact the Leadership Centre Management on +414-220818 or Mr. Ofwono Godfrey on 0704474742 / 0771474742,  
Email: [leadershipcentre@mubs.ac.ug](mailto:leadershipcentre@mubs.ac.ug), Website: [www.leadershipcentre.mubs.ac.ug](http://www.leadershipcentre.mubs.ac.ug)