

The Principal, Makerere University Business School to present the following for the Conferment of the **Degree of Doctor of Philosophy**

KOBUSINGYE Jacinta Bwegyeme (Ms)

#### Action learning in private and public universities

Ms. KOBUSINGYE Jacinta Kobusingye's study examined how private and public universities can experience successful action learning through the nurturing of the community of practice and enhancing situated learning, discovery learning, problem based learning and experiential learning. Based on the findings, a model was developed revealing that the drivers of action learning are reflective practice, community of practice, experiential learning, knowledge sharing and the reflective environment. This study articulates that, if universities are to have effective action learning, the universities must support the reflective environment without neglecting reflective practice, experience of their employees and the role of community of practice in knowledge sharing. This study was funded by Uganda Martyrs University, and was supervised by Prof. John C. Munene, Prof. Geoffrey Bakunda and Assoc. Prof. James Kagaari.

#### Conferment of the **Degree of Doctor of Philosophy**

KYAZZE Musiitwa Lawrence

#### Cooperative governance, cooperative practices, democratic control systems and social performance of cooperative societies

Mr. Kyazze Musiitwa Lawrence's study explains how cooperative governance, cooperative practices, democratic control systems can improve social performance of cooperative societies in Uganda. Based on the findings, the study articulates and benefits stakeholders that the improved

social responsibility, quality services and benefits to members, are a necessity. Cooperative management, should therefore continually monitor, be innovative and policy compliant, accountable and legitimize operations. This study was self-sponsored and supervised by Prof. John C. Munene, Prof. Joseph M. Ntayi, Prof. Augustine Ahiazu and Dr. Isaac Nkote.

#### Conferment of the **Degree of Doctor of Philosophy**

MUSIGIRE Samuel

#### Market orientation, strategic ambidexterity and sales performance of Uganda's financial services

Mr. Musigire Samuel's research examined whether sales performance of financial services in Uganda could be increased through the simultaneous implementation of market orientation, strategic ambidexterity and organizational support, with competitive advantage as a mediator. This study showed that integration of market orientation, strategic ambidexterity and organizational support improve sales performance. Furthermore, competitive advantage mediated the relationship between market orientation and sales performance and between organizational support and sales performance, but did not mediate the association between strategic ambidexterity and sales performance. The study concluded that financial services managers in Uganda should regularly develop products, and design processes that cater for both new and existing customers. Managers should also support sales staff to enable them execute the selling task effectively and efficiently. This study was sponsored by MUBS and supervised by Prof. Augustine I. Ahiazu and Prof. Joseph M. Ntayi.

#### Conferment of the **Degree of Doctor of Philosophy**

MWEBAZA Edith Basalirwa (Ms)

#### Perceived value of entrepreneurship education, social competences and entrepreneurial proclivity among university graduates in Uganda

Ms. MWEBAZA Edith Basalirwa examined entrepreneurial proclivity of university graduates in Uganda. Factors that underpinned entrepreneurial proclivity were addressed through entrepreneurial competences, perceived value of entrepreneurship education and social competences. Findings reveal that acquiring entrepreneurial competences enhances entrepreneurial proclivity. Equally, appropriate perceived value of entrepreneurship education and suitable social competences promote entrepreneurial competences. Broadly, university graduates should be proactive, innovative, risk takers and able to start-up businesses in order to promote their entrepreneurial proclivity. Entrepreneurship education at university level should be widely recognised and publicised in society. The study was jointly funded by DANIDA and MUBS and supervised by Prof. Katherine V. Gough, Prof. Waswa Balunywa and Dr Warren Byabashaija (RIP).

#### Conferment of the **Degree of Doctor of Philosophy**

KATONGOLE Celestine

#### Women entrepreneurs' resources and micro enterprise success

Mr. Katongole examined how women entrepreneur's social and intrapersonal resources were related to success in micro and small scale enterprises. He found that educated women were more likely to perceive success in terms of making profit, expanding stock in business, opening more branches and creating jobs. Less educated women perceived success mainly in terms of socio-economic emancipation, freedom from paid employment and satisfaction with self. Furthermore, intrapersonal resources (formal and informal entrepreneurial

training and education) supported entrepreneurial competence than general formal schooling. Women entrepreneurs who were trusted and returned favors to friends were less likely to succeed financially but non-financially. Provision of formal and informal entrepreneurial training, makes micro women entrepreneurs more likely to succeed. But in the MSE sector, one needs less trust to succeed financially because many people abuse trust. This study was self-funded and supervised by Prof. John C. Munene, Assoc. Prof. Arthur Sserwanga, and Dr. Muhammed Ngoma.

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NAKYEYUNE Gorrettie (Ms)

**Management mechanisms and public finance regulatory compliance by Central Government Agencies in Uganda.**

Ms. Nakyeayne Gorrettie's study explains how central government agencies in Uganda can improve their management mechanisms to enhance public finance regulatory compliance. The findings based on 67 central government agencies developed a model, which reveals that stewardship behaviour and deterrence measures are important aspects in the improvement of public finance regulatory compliance in a developing country setting. This study posits that managers in central government agencies in Uganda should continuously create stewardship behaviours through the facet of leadership support and organisational commitment. Moreover, the strengthening of deterrence measures, emphasising the role of oversight organs, instituting of penalties and observation of procedural justice are key. This study was funded by MUBS and supervised by Prof. Ven Tauringana, Prof. Joseph M Ntayi and Prof John C. Munene.

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OKELLO George Candiya

**Financial inclusion of the poor in Uganda**

Mr. Okello examined financial inclusion of the poor in Uganda. Previous studies have concentrated only on supply side factors and ignored demand side factors. Besides, institutional frameworks of regulative (formal rules), normative (informal rules), and procedural & declarative cultural cognitive have been ignored, leading to both voluntary and involuntary exclusion of the poor. The study found that integrating institutional frameworks with financial intermediation and financial literacy mediated by social capital and networks enhanced financial behaviours, decisions, and choices of the poor towards being financially included. The findings will guide policy to develop a holistic institutional approach to include regulative, normative, and procedural & declarative cultural cognitive in order to financially include the poor. Government should develop and adapt institutional frameworks that supports combined functioning of regulative normative, and procedural & declarative cultural cognitive. This study was self-funded and supervised by Prof. J.C Munene, Prof. Joseph M. Ntayi, and Dr. Isaac Nkote Nabeta.

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ONYANGO-DELEWA Paul

**Financial planning, central government patronage, donor aid, and budget performance in local government**

Mr. Onyango-Delewa's doctoral studies focused on what determines budget performance in local government. In his analysis, he employed operations of 28 Uganda's local governments to demonstrate that financial planning,

central government patronage, and donor aid play an important role in explaining budget performance. He also demonstrated that for financial planning, central government patronage and donor aid to influence budget performance, local governments need to be fiscally and functionally autonomous. His research advances understandability of fiscal decentralization especially in newly decentralizing nations and addresses issues of budgeting, financial accountability, and transparency. This study was self-funded and was supervised by Prof. John C. Munene, Dr. Isaac N. Nkote, and Dr. Isaac Kayongo.

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OTENGEI Samson Omuudu

**Internationalization of African-ethnic restaurants: the mediating role of brand identity**

Mr. OTENGEI Samson Omuudu study investigated the mediating role of brand identity on the effect of firm-specific resources and dynamic capabilities on the degree of internationalization of African-ethnic restaurants in East Africa. The study established that inward internationalization is the dominant form of internationalization while outward internationalization is non-existent and considered unfeasible strategy. Brand identity fully and partially mediates the relationship between restaurant-specific resources and dynamic capabilities and, the degree of inward internationalization respectively. The study strengthens the dynamic capabilities view that solely depending on unique resources may not help firms achieve effective internationalisation in rapidly changing markets without brand identity. A model of inward internationalization of African-ethnic restaurants is proposed with implications for policy and managerial practice. This study was funded by Makerere University

Business School and supervised by Prof. Geoffrey Bakunda, Prof. Joseph Ntayi and Dr. Mohammed Ngoma.

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OWINO Philip

**Hierarchical Structure and Responsibility Accounting In Ugandan Public Universities**

Mr. Owino examined the relationship between Hierarchical Structure and Responsibility Accounting in Ugandan Public Universities. The study provides a status on how responsibility accounting is being practised in public universities in Uganda. The study found that responsibility accounting is implemented following agency relations and adherence to institutional behaviour. Responsibility accounting is vested in costs and revenue performance, which are managed through consultations and adherence to public regulations from one area of control to another within university hierarchy. The study was funded by Kyambogo University and supervised by Professor John C. Munene, Prof. Joseph M. Ntayi and Prof. Pascal Ngoboka.

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ZIADE Hailu Weldu Fesseha

**Property Rights and Investment Performance: A Study of Households in Urban Ethiopia**

Mr. Ziade Hailu's study explains how property rights, contract enforcement and bureaucratic performance can improve investment in owners occupied housing in Ethiopia. His thesis departs from neo-classical economic tradition to employing the conceptual and analytical tools of New Institutional Economics (NIE) to study factors that may influence investment performance. While appreciating NIE for highlighting the prominence of institutions within

development agenda, the thesis argues that when applied to an environment where weak property rights enforcement institutions exist some aspects of institutionalist assumptions are unsubstantiated. The study provides evidence that although creating laws and allocating property rights are important steps to promote investment, legal reforms and acquiring property rights is not enough: effective and efficient administrative and bureaucratic structures must exist to enforce these laws in order to achieve investment. This study was self-funded and supervised by Prof. John C. Munene, Prof. Augustine Ahiauzu and Dr. Isaac Nkote.

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NALUBWAMA Ritah(Ms)	OJOK Brian Olak Ojok	present the following for the
NALUMANSI Deborah(Ms)	OKIA Stella(Ms)	Conferment of the
NALUNGA Ritah(Ms)	OKIROR Godffrey	Degree of Bachelor of
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NAKABUYE Daisy(Ms)	NYERO Ronald	The Principal, Makerere University Business School to present the following for the Conferment of the
NAKABUYE Angella (Ms)	NYESIGA Hilary	<b>Degree of Bachelor of Human Resource Management</b>
NAKAMYA Betty(Ms)	OCATRE Ivan	
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BASIRIKA Abbey	KATENDE Moses	LUTASAIRE Kenneth
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BAYIGA Ritah(Ms)	KATUSIIME Tibemanya	LWANYAGA Ronald
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OGUZU Lillian(Ms)	TOROKO Denis	AGABA Robert
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OKELLO Joseph	TUMUHAIRWE Ronald	AGWANG Prossy(Ms)
OKETCH Emmanuel	TUMUHAISE Christine(Ms)	AHIMBISIBWE Christopher
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OKODOI John	TUMUSHABE Alex Kajinya	AHIMBISIBWE Glorious(Ms)
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OKULAZU Flavia(Ms)	TUMUSIIME Julius	AIKOMO Samuel
OMAR Bashir	TUMWINE Ronald	AINEBYONA Asaph
OMOLLO Goodwill	TURYAKIRA Nelson	AINEMBABAZI Denis
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OTIM Joseph	WANDA Daniel	AKELLO Grace(Ms)
OWERE Becholas	WANGKALO Fred	AKELLO Harriet(Ms)
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OYUKA Brian	ZALWANGO Lydia(Ms)	AKITWI Fringinah Okware(Ms)
REMBO Evelyn(Ms)	ZZIWA Ibrahim	AKOL Sabella Hope Obore (Ms)
RUGUMAYO Robert	<p>The Principal, Makerere University Business School to present the following for the Conferment of the</p> <p><b>Degree of Bachelor of Business Administration</b></p>	
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RUKUNDO Ronah(Ms)	ABER Karla Abwola(Ms)	AKOTH Doris(Ms)
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SILMAN Emmanuel	ADII Fred	ALITIA Vincent
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SSONKO Lawrence		AMWINE Crispus
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MUHANGUZI Mesach	MWESIGWA Joel	NAKAJIRI Justine(Ms)
MUHEREZA Allan	MWIJUKYE Bridget(Ms)	NAKAKAWA Rose(Ms)
MUHINDO Enid(Ms)	MWONDHA Joshua	NAKALEMA Phiona(Ms)
MUJA Annet(Ms)	NABAASA Carolyn B.(Ms)	NAKALEMA Kettie K.(Ms)
MUJUNI Daniel	NABABIRO Irene(Ms)	NAKALEMBE Barbrah(Ms)
MUKAKAYONDE Sarah Asimwe(Ms)	NABALAYO Esther (Ms)	NAKALEMBE Stella(Ms)
MUKANOHERI Anna (Ms)	NABANJA Quluthum(Ms)	NAKANDI Anita(Ms)
MUKHAMA Jimmy	NABANJA Sharifah(Ms)	NAKANWAGI Jackie(Ms)
MUKHAYE Brenda (Ms)	NABASA Mercy(Ms)	NAKANWAGI Justine(Ms)
MUKISA Edward Kasibante	NABATEESA Allen (Ms)	NAKATO Julian(Ms)
MUKONDE Daniel	NABATEREGGA Lindah (Ms)	NAKATO Elesie Phionah(Ms)

NAKAWOOYA Sekayala solomy(Ms)	NAMATA Joan(Ms)	NANDAWULA Ritah(Ms)
NAKAYIZA Annet (Ms)	NAMATA Fatuma(Ms)	NANDERA Justine(Ms)
NAKIBOGO Hajirah(Ms)	NAMATATI Sam	NANDUGGA Sophia(Ms)
NAKIBULE Rose Ritah(Ms)	NAMATENDE Vivian(Ms)	NANGONZI Winifred(Ms)
NAKIBUUKA Sharon(Ms)	NAMATITI Shafic	NANKABIRWA Harriet(Ms)
NAKIGUDDE Agnes(Ms)	NAMAWEJJE Zam Zam(Ms)	NANKUMBA Christine(Ms)
NAKIGUDE Mariam(Ms)	NAMAZZI Joeria(Ms)	NANKYA Irene(Ms)
NAKIGULI Ritah(Ms)	NAMBAJJWE Hadijah(Ms)	NANKYA Moreen(Ms)
NAKIMBUGGWE Jane (Ms)	NAMBALE Moses	NANKYA Ruth(Ms)
NAKIMBUGWWE Sarah(Ms)	NAMBALIRWA Hamida(Ms)	NANONO Doreen(Ms)
NAKIMBUGWWE Susan Gloria(Ms)	NAMBALIRWA Priscilla(Ms)	NANONO Suzan(Ms)
NAKIMERA Beatrice Rhona(Ms)	NAMBASA Violet(Ms)	NANSIBAMBI Prossy (Ms)
NAKINTU Racheal(Ms)	NAMBI Maria(Ms)	NANSUBUGA Benadeeta(Ms)
NAKIRANDA Justine(Ms)	NAMBOZO Rachael Margaret(Ms)	NANTUMBWE Mariam(Ms)
NAKIRANDA Angella(Ms)	NAMIREMBE Juliet(Ms)	NANYOMBI Esther Gloria (Ms)
NAKIRIJJA Molly(Ms)	NAMISANGO Moreen(Ms)	NANZIRI Hellen(Ms)
NAKITTO Priscilla Rosette(Ms)	NAMPALA Annet (Ms)	NAPIYA Zahara(Ms)
NAKIWALA Shalua(Ms)	NAMPALA Mayi(Ms)	NASIMBWA Cossy(Ms)
NAKIYINGI Faith Thecla(Ms)	NAMPEERA Maria Stella(Ms)	NASSALI Allen(Ms)
NAKIYUMBA Bayati (Ms)	NAMPEMBE Florence(Ms)	NASSANDE Josephine Phina(Ms)
NAKKAZI Mariam(Ms)	NAMUDDU Aisha(Ms)	NASSIMBWA Dorothy (Ms)
NAKKAZI Rosette Milly(Ms)	NAMUDDU Barbra(Ms)	NASSIWA Rebecca Lubulwa(Ms)
NAKKONDE Juliet(Ms)	NAMUDDU Hanifah(Ms)	NASSOLO Diana(Ms)
NAKKUNGU Lindah(Ms)	NAMUDOOLA Prossy Muyinda (Ms)	NASSOLO Moreen(Ms)
NAKUBULWA Shamim(Ms)	NAMUGGA Pauline(Ms)	NASSOLO Joan(Ms)
NAKYAGABA Lillian(Ms)	NAMUKASA Faith Grace(Ms)	NATTABI Irene(Ms)
NAKYANZI Rashidah(Ms)	NAMUKASA Proscovia(Ms)	NATUKUNDA Angela(Ms)
NAKYEJWE Deborah(Ms)	NAMUKOMA Nasimu (Ms)	NATUKUNDA Caroline(Ms)
NAKYEYUNE Emilly Lillian(Ms)	NAMUKOSE Winnie (Ms)	NATUKUNDA Joinus(Ms)
NALUBWAMA Joan(Ms)	NAMUKOSE Moureen(Ms)	NATUKWASA Robert
NALUKENGE Immaculate (Ms)	NAMUKUVE Janepher (Ms)	NATURINDA Proscovia (Ms)
NALUKWAGO Winnie(Ms)	NAMUKWAYA Shakirah(Ms)	NATURINDA Doreen(Ms)
NALULE Sharon(Ms)	NAMULI Irene(Ms)	NATWETA Daphine Irene(Ms)
NALUUOKO Esther Nyabonyo(Ms)	NAMULONDO Violet(Ms)	NAYEBARE Daphine(Ms)
NALUWOZA Nsimbi Joanitah(Ms)	NAMULONDO Concepta(Ms)	NDAGIRE Irene (Ms)
NALUWU Demetrius(Ms)	NAMUSISI Sarah Kiyaga(Ms)	NDARA Kuka Nelson
NALUWU Racheal(Ms)	NAMUSUSWA Adrona(Ms)	NDEJO Fred
NALWANGA Mary Perican(Ms)	NAMSUUBO Sharon(Ms)	NDEMEYE Nicholas
NALWEYISO Amina(Ms)	NAMUTAAWE Alaysia (Ms)	NDOLERIIRE Oscar
NALWOGA Jameo Damulira (Ms)	NAMUTEBI Lydia(Ms)	NDYABAHITE Junior
NALWOGA Florence(Ms)	NAMUTEBI Monic(Ms)	NEUMBE Patience Esther(Ms)
NALWOGA Miriam Ritah(Ms)	NAMUWEMBA Hasifah (Ms)	NIGHT Mariam(Ms)
NAMAGANDA Aidah(Ms)	NAMUYIMBA Bridget(Ms)	NIMUSIIMA Sheila (Ms)
NAMAGANDA Janet(Ms)	NAMUYOMBA Prossy (Ms)	NINSIIMA Vianah(Ms)
NAMAGEMBE Gloria Desire(Ms)	NAMUYOMBA Peragia(Ms)	NITUSIMA Teddy (Ms)
NAMAKHONJE Jenipher(Ms)	NAMUYOMBA Shamirah(Ms)	NIWAGABA Elasto John
NAMAKULA Eva(Ms)	NAMUYONGA Fiona(Ms)	NIWAGABA Isaac
NAMALE Ratifah (Ms)	NAMWABIRA Sheilla (Ms)	NKAMUSIIMA Pinkleen(Ms)
NAMANDA Hilda(Ms)	NAMWANJE Diana Francis(Ms)	NKAMWESIIMIRA Joan(Ms)
NAMANDA Vivian(Ms)	NAMWEBYA Esther(Ms)	NKONGE Robert
NAMANYA Joan(Ms)	NAMWEBYA Florence(Ms)	NKUGWA Dan
NAMARA Irene(Ms)	NAMWENGE Claire(Ms)	NOWAMAANI Alleluia
NAMAROME Faridah(Ms)	NAMWINI Hellen (Ms)	NSANZE Brenda(Ms)

NSIBAMBI Mark	ONGAYA Aggrey	TALABIRWA Catherine(Ms)
NSIMENTA Abias	ONGOROK Paul	TAMALE Francis
NSUBUGA Nicholous	ONYANGO Allan	TAMBIKA Thomas
NTALE Steven	OPAPAN Francis	TANGA Tonny
NUWAGABA Alfred	OPENDI Bonny	TAYEBWA Dickens
NUWAGABA Charity(Ms)	OPENY Ivan Jackson	TAYEBWA Edmund
NUWAGABA Sarah Mpuuga(Ms)	OPICABO James	TENDO Eriya
NUWAHA Herman	OPIYO Brian	TENYWA Joseph
NUWASIIMA Susan(Ms)	OPOKA Pamella(Ms)	TIBIITA Juliet(Ms)
NYACHWO Leah(Ms)	OPOLOT Lazarus Patrick	TINDYEBWA Josephine (Ms)
NYAKATO Doreen(Ms)	OPOLOT Daisy(Ms)	TIYU Agnes(Ms)
NYAKATO Kagambe Daisy(Ms)	OPONDO Gasta Kevin	TUGEINEYO Shiba (Ms)
NYAKISA Daphine(Ms)	OPUULI Edward	TUGUME John
NYAMWENGE Prisca(Ms)	ORIANGA Tomas	TUHUMULE Hilda(Ms)
NYANZI Umar	OSMAN Miraj	TUHURIZAINE Fortunatte(Ms)
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NYEKO Andrew	OTIM Alfred	TUKEI Joshua
NYERO Emmanuel	OTINGCWINYU Philemon	TUKWATANISE Dickens
NYESHAKA Hans	OULE Allan	TULIRABA Peter
NYIRANTEZIMANA Janet (Ms)	OUMA Ronald	TUMUGABIRWE Esther(Ms)
NYIRARIKUNDO Rebecca(Ms)	OUMO Willy	TUMUHAIRWE Patience(Ms)
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OBONYO John Gabriel	OYAT John	TUMWEBONEIRE Aisha (Ms)
OBURU Richard	PIMER Vilma Onena(Ms)	TUMWEKWATSE Penlope(Ms)
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OCAYA Denish	RUKWAGO Micheal	TUMWINE Daphine(Ms)
OCHOLA Sheila(Ms)	RUTETINDA Chris	TUSHABE Immaculate (Ms)
ODAWA M. Atieno(Ms)	SAAD Ahmed	TUSHEMERIRWE Robinah(Ms)
ODEKE Emmanuel	SEBAGGALA Edison	TUSINGWIRE Febrone
ODONG Moses	SELLA Sunday Ronald	TWEBAZE Priscilla(Ms)
OGWAL Joseph Gabriel	SERWANGA Henry	TIKIRIZE Mildred(Ms)
OJAMBO Moses	SHAKA Rutahaba Roderick	TIKIRIZE Marion(Ms)
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OJIGA Amos	SIKABO Stephen	TWINOMUJUNI .K. Moses
OJWANDO Awino Belinda(Ms)	SSALI Joachim	TWINOMUJUNI Elly
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OKIROR Isaac	SSEBULIME Joel	UWEERA Mariat(Ms)
OKOL Samuel	SSEKYEWIA Godwin	VUSIA Sharon(Ms)
OKONGO Samuel	SSEMAKULA Faizo	WABYONA Benon
OKONYA Isaac Patrick	SSEMANDA Ismael	WAFUBA Juma
OKUNIA Patience(Ms)	SSEMBATYA John	WAFULA Cynthia Nasambu(Ms)
OKURUT Samson	SSEMPEBWA Nantaba Carlo (Ms)	WAIBI Kenneth Benon
OKUTI Christopher	SSEMPIJJA Adrian	WAISWA Ismail
OKWAPUT George	SSEMUGENYI Benjamin	WAKIBI Franco
OKWARISIIMA Agnes(Ms)	SSEMULO Alex	WAKIKU Henry
OLWENYI Dickson	SSENGOROLE Jude	WAKWESA Herman Yafesi
OMAR Idarusi	SSENTONGO Briton	WALUSIMBI Hannington
OMONDI A. Ephie(Ms)	SSENTONGO Ali	WAMBUI Caroline njura(Ms)
OMONG James	SSETTUMBA Morris	WAMIMBI Peter Charles
OMONGOLE Julius	SUBRA Bilal	WANDA Anita(Ms)
OMORIT Desterio	SUNDAY Esther(Ms)	WANDEREMA Elizabeth(Ms)
ONDOA Faith Comfort(Ms)	TAIRE Benard	WANYAMA Timothy Nehoba

WANYANA Annet(Ms)  
WARUGABA Gilbert  
WASSWA Ali Muhammad  
WASSWA Jason  
WAWARE Gibson  
WOKWESIGA Pius  
YAISE Hakim  
YIGA Frank  
ZALWANGO Brenda(Ms)  
ZALWANGO Fauzia(Ms)  
ZAWEDDE Sandra Namusisi(Ms)  
ZIRABA Henry Damba