

S.6 ENT 3 QNS (PAST PAPAPERS)

SECTION A(CASE STUDY)

1. Read the case study below and answer the questions that follow.

Muteefu grew up in the rural rain forest of Kalangala. Although his parents were poor he studies hard and saw himself in Makerere University, in Kampala, the capital city. He was excited about city life though when he arrived it was more difficult than he expected. “Every day I had to go past piles of rubbish on my way to the University.” Muteefu recalled. Due to extreme population growth, a number of families were reduced to living in poverty and survived by scavenging on nearby rubbish heaps. There was high rate of disease spread and child deaths. Every one abused the poor “Scavengers” but Muteefu was inspired by the.

Due to lack of government funds and scarce resources. Muteefu knew he could not expect the government to solve all these problems on its own after all, many other cities besides Kampala were drowning in their own garbage. Wealthy neighbours pay for garbage to be “taken away,” but without an organized waste management system, “away” became the front door steps of poor urban homes like the one Muteefu moved to for University.

While still at Makerere, Muteefu designed a solution to the city’s rubbish crisis. He came up with a plan that included the creation of small-enterprises for rubbish collection businesses. He organized clean up campaigns on Katanga. After graduation, he officially launched his social enterprise as an NGO called Healthy City. He hired poor men and women to start their own garbage collection business. However initially women were being discriminated against in a number of ways based on their gender, a thing which Muteefu strongly discouraged and atleast now there is true gender partnership as there is respect for each other, fair pay for all, recognition of each one presence, equal training opportunities among others. Muteefu provided a kick-start resolving capital investment to each small firm, setting a standard and affordable monthly fee for trash collection services, with creative and inventive marketing campaigns to attract customers.

Though the cost of the service was only shs 2000/= it was hard to get community members to trust his services, pay regularly and on time. The community was used to irregular government services, while some people had simply become used to living in garbage.

High unemployment rates in the community helped him recruit reliable workers whom he regularly trains whenever there is need. He gave them uniforms, health

care and most importantly a decent job. The city residents slowly changed their attitudes towards the “scavengers: and the self employed women earned new respect from their husbands and children. Local households and businesses are advised to change practices which worsen environment. The poor people now know they have a right to live in a clean environment instead of a rich community’s landfill.

Questions

- a) With reasons explain why Muteefu is regarded as a social entrepreneur. (4marks)
- b) Explain what was done by Muteefu to ensure that there is true gender partnership in the NGO. (3marks)
- c) What challenges have been faced so far in the organization? (4marks)
- d) i) Explain how Katanga was before the intervention of Muteefu and his Health City (4marks)
- ii) Explain how Muteefu’s efforts have been able to transform his community?(5marks)
- e) Describe the procedure that is likely to be under taken by Muteefu before training the workers. (5marks)

2. Read the case study below and answer the questions that follow.

Mukwatampola whose ambition to take up business as a career materialized when he developed growing self-confidence, analyzed and scanned the environment to create chance for achievement rather than wait for it to come his way, and established Mukwat Confectionaries (U) Ltd. Mukwatampola ventured into business in 1970s when the economy of Uganda had enormous unexpected business risks coupled with limited resources like finance, skills, etc. He was able to identify, analyze market opportunities and take advantage of them. Because he took personal responsibility for the outcome he formulated concrete goals which were neither too high nor too low to achieve. He developed a strong internal commitment and involvement with the goals and sought help from business experts to overcome personal limitations.

Focusing on high quality output to capture a large market share and evaluating business opportunities are Mukwatampola’s priority. He studies production orders and level of sales to ascertain the market trend. He ensures that the workplace and storage facilities are cleaned regularly and are well organized. He observes flow of customers and cash to project performance of the business. His major role in the enterprise is monitoring and supervision to ensure that high quality inputs and packaging materials are used and technical specification

regarding quality and quantity are followed. He keenly observes the number and strength of competitors as well as price charged to formulate marketing and sales promotion strategies. He also ensures that appropriate technology and skills are employed to produce output conforming to customers' needs in order to have an upper hand in the market.

Although Mukwatampola has a humble background he has managed to use entrepreneurial competencies and characteristics to be successful in business and build an empire of business and live a luxurious life.

Questions

- a) What characteristics associated with strong need for achievement does Mukwatampola possess? **(05 marks)**
- b) Describe the nature of entrepreneurial environment in which the business Operates **(03 marks).**
- c) How may the business benefit by selling on cash basis only?**(04 marks).**
- d) Explain the factors influencing quality standard in the enterprise.**(05 mks).**
- e) Why do you think Mukwatampola trains employees? **(04 marks)**
- f) What factor does Mukwatampola consider when evaluating business competitors? **(04 marks).**

3. Read the case study of Nabwire mixed farm and answer the questions that follow

Nabwire Tricia bought a declining mixed farm from Mr. BwireDisan who had made losses for the past three years and had many debts to pay due to many credit sales. She renamed her farm as NEW HOPE MIXED FARM. Through research, she discovered that the farm had failed to recover many debts and was generally poorly managed. Nabwire obtained helpful advice from various sources like veterinary experts, successful mixed farmers among others. Her curiosity for more knowledge took her to agricultural trade shows watch television programmes on farming and also read PAKASA articles in the news papers. Daily she could sit alone thinking on how to improve the farm while noting down every constructive idea that came into her mind. Despite all the challenges the farm faced, Nabwire was determined to renew the farm. She planned and restocked the animals. She researched and discovered that there was high demand for rice and beans by the Education Institutions.

The farm acted fast and increased the output of the two crops. She also encouraged her workers to believe that the farm could improve. Through her weekly meetings with the workers to brain storm on the way forward, she built good relationship with them. The farm recruited a very hard working

production manager called KAPERRE who vigorously implemented new policies in addition to increased advertising of its products and regular communications to old and new customers. Today the customer population has increased from 150 per month to 500 per month. This increased the total monthly sales from shs 2 million to 30 million. Nabwire believes in healthy competition and therefore her target is to ensure good business ethics towards competitors. In her meeting with the employees, she has kept reminding them of the positive change. Indeed the new rules that were set to improve the farm motivated the employees and they did their best always. Unfortunately an arsonist later set part of the farm buildings on fire. But on a good note, Nabwire had already insured the farm against fire. She kept remarking “no barrier shall stop me from becoming the best and renown farmer in the area.

Questions

- (a) Explain the ways that Nabwire used for improving her creativity
- (b) What procedures did Nabwire follow to buy an insurance policy?
- (c) Suggest any business ethics Nabwire business needs to observe towards competitors?
- (d) Explain some of the factors Nabwire considered when recruiting the farm manager
- (e) Advise Nabwire on how to manage any future credit sales
- (f) What lesson can one learn from the case study?

4. Read the case study of Grace Nalugwa and Lawrence Kaggwa and answer the questions that follow:

Nalugwa was born in what you might call a well-to-do family in Kagoma, Nabweru sub-county, Wakiso district. However, that changed immediately after the death of her father, Edward Mukisa.

While in her S.6 vacation, Nalugwa met Lawrence Kaggwa, her fiancé, who was a final year student of Leisure and Hospitality Management at Makerere University Business School (MUBS). In 2010, Kagoma Standard Primary School, which operated in a house that belonged to the Kaggwa family was on the verge of collapse.

Both Grace and her fiancé, had bought a piece of land in Kiteezi, Wakiso district which they later decided to dispose of after conceiving the idea of buying off the collapsing school. The duo then went into negotiations for the school since the initial owners of the school had already agreed to relieve themselves of the burden of continuing with the school's management.

Nalugwa and her fiancé succeeded in taking on the school together with the pupils therein. They re-branded and named the school, St. Lawrence Junior School after Grace's fiancé. However, Grace and Lawrence were now faced with two major challenges - putting up structures that would house the pupils since at the time they took on the school, there were hardly any structures apart from the old house and the wooden classroom block. The other challenge was that of limited enrolment; so the duo had a task of embarking on an aggressive marketing campaign as a way of overcoming the second challenge. This, they did through the issuing of flyers, brochures, business cards, and putting up of posters among others.

Though the community response was positive, Grace and Lawrence still had more issues to address; most parents considered the two to be young and inexperienced in the field of education and thus were sceptical of entrusting them with their children. In the initial years of the school, there was no Uganda National Examinations Board (UNEB) centre meaning that the Primary Seven (P.7) pupils had to sit for their Primary Leaving Examinations (P.L.E) from elsewhere. Despite the hardships encountered in processing the UNEB Centre, the duo had no option but to persist until they acquired the Centre. The school's location in the middle of a residential area also proved to be yet another huge challenge for Grace, since members of the community frequently complained about the noise coming from the pupils especially during play time.

A good number of Grace's parents/clients are tenants and this makes her lose a good number of pupils whenever these people shift. Many of Grace's parents are also good school fees defaulters and Grace attributes this to two major reasons - negative attitude of some parents toward the value of education and the soaring levels of poverty among the community members most especially.

Grace advises the youths not to despise work. "If you cannot find what you want, do what is available," she says. In a special way, Grace advises female youths never to underrate their potential since women are capable of achieving all that their male counterparts have achieved and much more. "It takes time for you to realise your reward from business. Do not be too much in a hurry to reap big; focus on nurturing and growing the business for rewards will later show up," she concludes.

(Source: The New Vision - Friday, January 15, 2016; pp 27-29)

Questions

1(a) Apart from the sale of personal property to raise start-up capital as mentioned in the case, identify and explain **five** other sources of capital that Grace and Lawrence would have relied upon. **(05 marks)**

(b) Explain any **five** factors that might have contributed to the collapse of Kagoma Standard Primary School. **(05 marks)**

(c) With evidence from the case, explain the challenges encountered by Grace and Lawrence in their operations **(04 marks)**

(d) Grace and Lawrence are a true manifestation of gender partnership; explain the reasons behind the success of this business partnership **(04 marks)**

(e) (i) Giving evidence from the case, point out any **three** lessons you can draw from Grace and Lawrence **(03 marks)**

(ii) Show the benefits Grace and Lawrence enjoyed as a result of marketing and promoting their school **(04 marks)**

SECTION B

SCHOOL BUSINESS CLUB

1. With reference to the business project carried out by your school business club;

a) Describe the nature of business carried out. **(5marks)**

b) Describe how you raised the start-up capital of your business. **(4marks)**

- c) Explain the factors you considered when preparing the marketing plan. (6mks)
- d) As an SME what role does your business play to the development of the community? (5marks)
- e) How do you ensure a better competitive edge in your business? (5marks)

2. With reference to the business carried out by your school business club;

- a) Describe the business you operated. (5marks)
- b) Describe the start-up process of your business. (5marks)
- c) How do you ensure discipline in your project? (5marks)
- d) What demographic factors influenced the establishment of the project?(5mks)
- e) What measures are employed to ensure sustainability in the business?(5mks)

3. With reference to any business project owned by your school business club;

- (a) Present the general description of the business project
- (b) Draw the organization chart for the school business club
- (c) State the vision and mission of the school business club
- (d) Explain why your project was a good business opportunity
- (e) (i) Outline the steps you followed to determine profitability of your business project
- (ii) What measures did you take to increase profits of the business?

4. With reference to a business project owned by your school business club

- (a) Present general description of the business project
- (b) Describe how you generated the business idea
- (c) Explain how you avoided the common cause of business failure
- (d) Prepare the action plan you followed when establishing the business project
- (e) (i) Mention the challenges you encountered in your business project
- (ii) How did you overcome the challenges mentioned in e(i) above?

5. With reference to the business project owned by your school business club:

- (a) Develop the general description for the business project **(04 marks)**

- (b) Explain the duties and responsibilities of the club president **(05 marks)**
- (c) Comment on any **five** principles that guided you when developing the club's ethical code of conduct masterpiece **(05 marks)**
- (d) (i) Define the document prepared by the club treasurer as a way of obtaining knowledge about the financial position of the business? **(02 marks)**
- (ii) Explain any **four** items included in the document explained above **(04 marks)**
- (e) Explain the techniques you employ in your club when conducting any form of negotiation **(05 marks)**
- 6.** In relation to a business project owned by your school club: (25 marks)
- (a) Explain the steps you followed when generating your business idea **(05 marks)**
- (b) (i) Write about the techniques you employ as a club to ensure proper time management when performing club activities **(03 marks)**
- (ii) Assuming you are the club president, create a "to-do" list you will follow when conducting the following day's work of the club **(04 marks)**
- (c) Explain any **five** tools of written communication used by the club executive when passing on vital information to its stakeholders **(05 marks)**
- (d) Comment on any **four** methods of market research relied upon by the club **(04mks)**
- (e) Give details on any **four** items you included in your production plan **(04 marks)**

7. For the business project owned and operate by your entrepreneurship club:
- Describe the enterprise. **(05 marks)**
 - What technique of communicating with customers did your employ when presenting your products? **(04 marks)**
 - How did you sustain the enterprise? **(06 marks)**
 - Why was the attractive investment idea you chose a good business opportunity? **(04 marks)**
 - Outline the steps you followed when establishing your business project. **(06 marks)**
8. With reference to the business project owned and operated by your entrepreneurship club.
- Describe the nature of the enterprise. **(05 marks)**
 - What other business opportunities could have arisen out of your project? **(04 marks)**
 - Explain the steps involved when preparing the business plan, you used. **(06mks)**
 - How did you ensure proper work station management? **(06 marks)**
 - Describe the marketing mix of your enterprise. **(04 marks)**

SECTION C

FIELD ATTACHMENT / TRIP STUDY

1. For any field attachment carried out;
- Describe the SWOT analysis of the business. (4marks)
 - Describe the characteristics of innovators that the owner(s) process(es) (5marks)
 - Explain the measures employed by the business to minimize costs of operation. (6marks)
 - What control measures are used to manage the flow of funds in the business? (4marks)
 - i) Give the marketing challenges faced by the business you were attached to. (3marks)
 - ii) How does the business solve the challenges in e(i) above? (3marks)
2. For any field trip you made either as an individual or group.
- Give the general description of the business. (4marks)
 - How does the business ensure effective time management? (5marks)
 - What measures are employed to boost the moral of employees for effective and efficient work? (5marks)

d) Explain how the business activities affect the community. (6marks)

e) Advise management on the importance of paying taxes. (5marks)

3. For any field attachment you carried out;

(a) Describe the business you were attached to.

(b) State any three objectives of the field attachment

(c) How does the business you were attached to cope with change?

(d) Explain how the business you were attached to manages competition

(e) (i)Mention any three social costs of the business you were attached to

(ii)Describe the measures being employed by the business to overcome social costs stated in the (i) above

4 For any one field trip you made as an individual or as a group

(a) (i) State any two objectives of the field trip

(ii) Describe the business you visited

(iii) Draw sketch of the physical layout of the business you visited

(b) How does the entrepreneur ensure sustainability of the business you visited?

(c) (i)Outline the internal communication media used by the business you visited.

(ii) Advise the proprietor of the business visited on the elements of a good communication message

(d) Explain the benefits the business visited derive from the community

(e) Describe the customers to the business you visited.

5. For any business organization you are attached to: (a)Explain the factors that favoured location of the business enterprise in its locality.

(04 marks)

(b)Describe the structure of organization of the business enterprise

(05 marks)

(c)Assist Management in re-designing of the organization's stock card.

(05 marks)

(d)(i) State and explain the different things done by the organization to ensure total quality management **(04 marks)**

(ii) Explain the benefits enjoyed by the organization as a result of producing high quality products **(03 marks)**

(e) Explain the different ways in which good customer care relations are manifested in the organization **(04 marks)**

6. For any business trip conducted as an individual or group:

- (a) (i) Explain the steps followed by the organization in assessing risky situations in its operations **(04 marks)**
- (ii) Comment on any **three** specific business risks suffered by the organization and show how each of these risks is being addressed **(06marks)**
- (b) Elaborate on the reasons given to you by Management for creating a conducive working environment **(04 marks)**
- (c) Assuming the organization visited relies on capital intensive technology in its operations, explain the challenges it encounters as a result of relying on this technique of production **(04 marks)**
- (d) Explain any **three** techniques employed by the organization's employees when negotiating for better salaries and wages **(03 marks)**
- (e) Explain the organization's contribution to society **(04 marks)**

7. For any business field attachment, you carried out:

- a) Present the general description of the enterprise. **(05 marks)**
- b) What personal challenges did you face while on field attachment?**(05 marks)**
- c) Advice the proprietor of the business about ways of promoting genderpartnership in the enterprise. **(05 marks)**
- d) Explain the factors considered when recruiting the nature and number of workers in the enterprise. **(06 marks)**
- e) Suggest possible benefits the proprietor of the business can enjoy by investing in shares **(04 marks)**

8. With reference to any business field trip you made as an individual or as a group:
- a) (i). Outline the purpose of the field trip. **(03 marks)**
(ii). Describe the enterprise **(03 marks)**
 - b) Advise the owner of the business about the importance of turning it into a social enterprise. **(04 marks)**
 - c) List the measures put in place by the entrepreneur to avoid failure of the business. **(05 marks)**
 - d) (i). Mention the distribution channel used by the enterprise visited. **(01 mark)**
(ii).What factors did the entrepreneur consider when selecting the distribution channel being used? **(04 marks)**
 - d) Describe the ways of ensuring proper welfare of employees of the enterprise visited. **(05 marks)**