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UGANDA ADVANCED CERTIFICATE OF EDUCATION
 ENTREPRENEURSHIP EDUCATION
 PAPER THREE - P230/3
 UNEB MARKING GUIDE 2022

SECTION A: CASE STUDY.

1 (a) Entrepreneurial qualities of Kazibure:

- (i) - Creative and innovative.
 Evidence: Forming a new joint venture with foreigners
- (ii) - Networking.
 Evidence: Working with local and foreign associates
- (iii) - Opportunity Seeking / oriented.
 Evidence: Forming Building Construction Company.
- (iv) - Risk taking.
 Evidence: Establishment of the business / KBCC
- (v) - Hardworking.
 Evidence: - Doing National and International building and construction works / projects.
 - Engaging national and international associates.
 - Operating business for 5 years.
- (vi) - Persistence / determination / perseverance / resilience.
 Evidence: Encouraged to continue in business despite initial construction equipment



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ent becoming obsolete / outdated.

(vii) - Profit oriented.

Evidence: - Formation of the Company.
- Sharing of profits.

(viii) - Systematic planning.

Evidence: Inviting Local and foreign Shareholders and developing terms and Conditions of the Joint Venture.

(ix) - Building on Strength.

Evidence: Kazibure has skills in brick laying and Concrete practice.

(x) - Commitment to work.

Evidence: - Doing national and international building and Construction works/projects
- Operating business for 5 years.

(xi) - Building for the future / future oriented.

Evidence: Hiring / purchasing new machinery and equipment.

(xii) - Self Confidence.

Evidence: - Engaging Local and foreign associates.
- possession of skills in brick laying and Concrete practice.

(xiii) - Goal oriented.

Evidence: - To provide national and international building and construction works.



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- To access international Contracts.
- To ensure efficient technology.

(XIV) - Information Seeking.

Evidence: Sought information about international Contracts.

(XV) - Flexibility:

Evidence: Acceptance of foreign investors

Any 4x1 = 04 Marks.
NB: Evidence is needed.



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(b) The social and economic implications of the terms and Conditions in the KBCCL Contract.

positive:

(i) - Indigenisation of the economy / More voting rights
Evidence: 60% of the shares will be owned by nationals.

(ii) - Creation of Market for local resources.
Evidence: 80% of the materials will be locally obtained.

(iii) - Encourages exploitation of local idle resources
Evidence: 80% of the materials will be locally obtained.

(iv) - Creation of employment opportunities for nationals.
Evidence: 90% of the labourforce shall be nationals.

(v) - Development of skills.
Evidence: 90% of the labourforce shall be nationals.

(vi) - Promotes technological advancement.
Evidence: Initial construction equipment shall be provided by foreigners.

(vii) - Low cost of investment.
Evidence: Provision of Land for Company premises.



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by the Locals and initial construction equipment
by foreigners.

(viii) - Encourages capital inflow. ~~share to be owned by~~
 Evidence: Allowing 52% of the profits generated
~~locally~~ annually to be repatriated by foreigners.

(ix) - Improves international relationship
 Evidence: Engaging international associates

(x) - Widens tax base(s).
 Evidence: 90% of the Labour force shall be
 nationals.



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Negative:

- (i) - Encourages capital outflow / capital flight.
 Evidence: 52% of the profits generated annually shall be repatriated by foreigners.
- (ii) - Leads to unemployment.
 Evidence: Use of machinery and equipment.
- (iii) - Limited representation of nationals in top Management / Discriminatory policy against locals / Leads to foreign dominance.
 Evidence: 75% of top Management will comprise foreigners.
- (iv) - Exhaustion / depletion / over exploitation of non renewable local resources.
 Evidence: - 80% of the materials will be locally obtained.
 - Use of machinery and equipment.
- (v) - Leads to high operational costs.
 Evidence: 75% of top Mgt will comprise foreigners.

Any $4 \times 2 = 08$ Marks
 NB: Evidence is needed.



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(c) The benefits of operating a company that can undertake both national and international projects.

- (i) - Promotes international relations.
- (ii) - Easy access to skilled manpower.
- (iii) - Widens the Market.
- (iv) - Promotes technological transfer.
- (v) - Minimises business risks.
- (vi) - Helps to earn / realise foreign currency / capital inflow
- (vii) - Creates / provides employment opportunities
- (viii) - Widens tax base.
- (ix) - Facilitates development of infrastructure.
- (x) - Encourages utilisation / exploitation of local resources.
- (xi) - Attracts investors / attracts capital inflow / widens capital base.
- (xii) - Provides high quality service.

Any 5x1 = 05 Marks

NB: Evidence is not needed.



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d(i) Advice to KBCCCL on appropriate Methods of disposing equipment.

(i) - Outright sale / Selling.

Reason: To earn cash / money or To raise capital.

(ii) - Auctioning / Bidding.

Reason: To obtain the highest possible Value

(iii) - Donating.

Reason: - To Create space

- To honour social responsibility

- Due to absence of potential buyers.

(iv) - Trade-in.

Reason: To Obtain new equipment at a subsidized price.

(v) - Dumping old equipment eg burning them.

Reason: - To Create space.

- Due to Saturation of the Local Markets.

Any 2x2 = 04 Marks

NB: - Method = 01 Mark

- Justification / Reason = 01 Mark.



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d(ii) Advice to KBCCL on whether to hire or purchase new equipment:

Either hiring:

- (i) - Cheaper in the short run because no costs of acquisition are involved.
- (ii) - No need to recruit/train machine operators because they are already provided.
- (iii) - No redundancy of equipment because it is only hired when needed for a particular task.
- (iv) - High productivity due to efficient use of equipment.

Or purchasing:

- (i) - High productivity because of control of ownership.
- (ii) - Cheaper in the short run because of limited maintenance expenses/costs.
- (iii) - Wide choice is available when purchasing new equipment.
- (iv) - Generates income through hiring out.

Any 2x2 = 04 MKs
 NB:- Choose one Method
 - Evidence is not needed.



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SECTION B: SCHOOL BUSINESS CLUB.

2(a) Description of the business.

- (i) - Business name and address.
- (ii) - Business Location.
- (iii) - Products / services offered.
- (iv) - Target Customers / Market.
- (v) - Date of establishment of the business.
- (vi) - Nature / legal form of the business.
- (vii) - Description of fixed assets.
- (viii) - Sources of capital / funds of the business.
- (ix) - Uniqueness of the business.
- (x) - Statement of Vision, Mission, Goals and Objectives / purpose of the business.
- (xi) - SWOT analysis.

Any 4x1 = 04 Marks.



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b(i) Tools and equipment used in the production process depended on the type / nature / example of the business.

Eg

- (i) - Weighing Scale.
- (ii) - Calculator.
- (iii) - Hoes.
- (iv) - Pangas.
- (v) - Slashers.
- (vi) - Mowing Machine.
- (vii) - Brushes.
- (viii) - Stapling Machine.
- (ix) - Computer / Laptop.
- (x) - Mobile phones.
- (xi) - Printer.
- (xii) - Photocopier.
- (xiii) - Etc.

Any 3x1 = 03 Marks.

NB:- Evidence is needed

- Stating = $\frac{1}{2}$ MK

- Use / Purpose = $\frac{1}{2}$ MK



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(ii) How the tools and equipment were maintained.

(i) - Servicing regularly / Repairing

Evidence: How often / Give the nature of Service

(ii) - Ensuring proper storage.

Evidence: Description of the storage facility.

(iii) - Cleaning after use.

Evidence: How they were cleaned and by who.

(iv) - Covering.

Evidence: How they were covered / Who Covered

(v) - Ensuring proper use / using for the intended purpose.

Evidence: How they were used / stating the use

(vi) - Switching off power when not in use.

Evidence: Who switched off / What was switched off.

(vii) - Following instructions of usage.

Evidence: Source / nature of instructions.

(viii) - Allowing tools and equipment be used and maintained by trained personnel.

Evidence: Mentioning the Level of training / skills.

(ix) - Ensuring tight / proper security.

Evidence: Description of Security offered.

(x) - Ensuring proper record keeping of tools and equipment.

Evidence: Describing the records.

Any 3X2 = 06 Marks

NB: Evidence is needed



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(c) Measures that were taken to minimise costs in the production process.

(i) - Buying/purchasing from cheaper sources.

Evidence: Mentioning the source(s).

(ii) - Buying in bulk.

Evidence: Mentioning discounts/quantity/source.

(iii) - Buying high quality raw materials to avoid wastage and reduce costs.

Evidence: -Mentioning the source(s)

- Describing how wastage was avoided

(iv) - Using appropriate/efficient technology.

Evidence: Description of technology.

(v) - Ensuring appropriate storage facilities for raw materials/products/equipment.

Evidence: Description of storage facility.

(vi) - Sourcing from trusted/reliable suppliers.

Evidence: Mentioning the supplier.

(vii) - Ensuring regular maintenance of production facilities.

Evidence: How often/stating the nature of maintenance/By who.

(viii) - Using Cheap and skilled personnel/training personnel

Evidence: -Mentioning the Level of qualification/skills.

- When/Where/How/By who/What



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(IX) - Removing unproductive processes / redundant workers / Combining operations

Evidence: Mentioning unproductive processes / Combined operations / redundant workers.

(X) - Ensuring efficient supervision and monitoring.

Evidence: By who / How.

(XI) - Reducing Inventory Levels / producing according to demand to minimise holding working capital in stock.

Evidence: Mentioning re-order or inventory Level / Quantity.

(XII) - Recycling wastes.

Evidence: - Describing the nature of recycling
- Mentioning materials recycled.

(XIII) - Setting / Fixing time standards for all operations.

Evidence: Mentioning the time set.

(XIV) - Employing Cheap part time workers.

Evidence: Describing part time workers.

(XV) - Employing few and motivated workers / Personnel.

Evidence: Mentioning the number of workers.

(XVI) - Using free facilities.

Evidence: Mentioning the free facilities



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(Xvii) - Reducing fringe benefits for workers/ Club Members.

Evidence: Mentioning the fringe benefits

(Xviii) - Club Members doing the work themselves

Evidence: Describing the work done.

(Xix) - Making workers/ Club Members work for longer hours.

Evidence: Mentioning the number of hours worked.

(xx) - Paying workers low wages.

Evidence: Stating the low wage

(xxi) - Avoiding unnecessary costs.

Evidence: Mentioning unnecessary costs.

xxii - Using cheaper alternative sources of utilities

Evidence: Mentioning the utilities.

Any $4 \times 2 = 08$ Marks

NB: Evidence is needed.



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Candi:
S:

(d) packaging materials that were used for the products of the business depended on the type/nature of products.

Eg

(i) - papers/wrappers.

(ii) - Cloth.

(iii) - Polythene.

(iv) - Wood.

(v) - Metals.

(vi) - Plastics.

(vii) - Sisal.

(viii) - Jute.

(ix) - Banana fibre.

(x) - Leaves.

(xi) - Aluminium foil.

(xii) - Glass.

(xiii) - Etc.

Any 2x2 = 04 Marks.

NB: - Evidence is needed

- Reason(s) must be stated if candidates did not use the packaging materials.



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3(a) Description of the business.

- (i) - Business name and address.
- (ii) - Business Location.
- (iii) - Products / Services offered.
- (iv) - Target Customers / Market.
- (v) - Date of establishment of the business.
- (vi) - Nature / Legal form of the business.
- (vii) - Description of fixed assets.
- (viii) - Sources of funds / Capital of the business.
- (ix) - Uniqueness of the business.
- (x) - Statement of Vision, Mission, Goals and Objectives / purpose of the business.
- (xi) - SWOT analysis.

Any 4X1 = 04 Marks.



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(b) Starting of the business was encouraged by:

Factors eg

(i) - Presence of ready Market.

Evidence: Mentioning The Customers.

(ii) - Presence of required Labour.

Evidence: Describing the Source of Labour.

(iii) - Presence of ample Space / Land.

Evidence: Describing the Space / Land.

(iv) - Presence of raw materials.

Evidence: - Mentioning the raw materials.

- Mentioning the source of raw materials.

(v) - Presence of developed infrastructure.

Evidence: Mentioning infrastructural facilities.

(vi) - Presence of adequate Capital.

Evidence: Stating the amount.

(vii) - Presence of Security.

Evidence: Describing the nature of Security.

(viii) - Support from school administration.

Evidence: Mentioning the support.

(ix) - Being a legal business.

Evidence: Permission was granted.

(x) - Acceptance by the Community.

Evidence: Permission was granted.



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Reasons: Eg

- (i) - To earn profits / dividends / income.
- (ii) - To create employment.
- (iii) - To utilise would be idle resources like land, labour etc.
- (iv) - To acquire relevant / required skills.
- (v) - To fill the market gaps / to provide the required products or services.
- (vi) - To fulfil UNEB examination requirements.

Any 6x1 = 06 Marks.

NB: - Evidence is needed for factors.
- Evidence is not needed for reasons.



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(C) Ways in Which Club Members benefited from the business.

(X) ~~1. Access of MKT / Provision of MKT for the club members~~

(i) - Enjoyment of products or services / Easy access of products or services.

Evidence: Mentioning the products / services.

(ii) - Earning income through profit sharing.

Evidence: Stating the amount of income earned.

(iii) - Creation of friendship / teamwork / unity / cooperation among the club members.

Evidence: Describing how

(iv) - Acquiring assets that belonged to the business at low cost / freely.

Evidence: Mentioning the assets acquired.

(v) - Acquisition of entrepreneurial skills.

Evidence: Mentioning the (entrepreneurial) skills acquired.

(vi) - Motivation to start own business.

Evidence: - Mentioning the nature of motivation.

- Mentioning the business to be started.

(vii) - Gaining recognition

Evidence: Receiving awards like Certificate of Merit

(viii) - Gaining status / being well known in school community

Evidence: Describing the status

(ix) - Enjoyment of fringe benefits. Evidence: mention benefits

Any 5XI = 05MKS NB: Evidence is needed

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(d) How the challenges met during the operation of the business were managed.

(i) - Raising more funds / Ensuring Capitalisation of the business.

Evidence: Mentioning the sources of capital and how much.

(ii) - Widening Market.

Evidence: Mentioning how market was widened.

(iii) - Managing Competition.

Evidence: Describing how competition was managed.

(iv) - Managing discipline of club members.

Evidence: Showing how discipline was managed.

(v) - Overcoming Sabotage / resistance.

Evidence: Showing how sabotage was overcome.

(vi) - Ensuring proper time management.

Evidence: Showing how time was properly managed. e.g. utilized break time, lunch, weekends etc.

(vii) - Ensuring proper accountability

Evidence: Mentioning how proper accountability was ensured.

(viii) - Ensuring proper planning / setting clear goals

Evidence: - Showing how proper planning was ensured

- Mentioning the goals set.



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(IX) - Tightening Security.

Evidence: Describing how security was tightened.

(X) - Insuring the business.

Evidence: Mentioning the insurance company/policies

(XI) - Training of club members.

Evidence: When/Where/How/By who.

(XII) - Managing accidents.

Evidence: Describing how accidents were managed.

(XIII) - Managing natural hazards.

Evidence: Showing how natural hazards were managed.

(XIV) - Overcoming price fluctuations/instabilities.

Evidence: Mentioning how price fluctuations or instabilities were overcome.

(XV) - Managing supply of inputs.

Evidence: Describing how supply of inputs was managed.

(XVI) - Ensuring regular supply of utilities.

Evidence: Showing how regular supply of utilities was ensured.

(XVII) - Managing bad debts.

Evidence: Stating how.

(XVIII) - Improving technology used.

Evidence: Mention the technology.

Any 5x2 = 10 Marks

NB: Evidence is needed



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SECTION C: FIELD ATTACHMENT/FIELD TRIP.

4(g) General description of the business.

- (i) - Business name and address.
- (ii) - Business Location.
- (iii) - Products/Services offered.
- (iv) - Target Customers/Market.
- (v) - Date of establishment of the business.
- (vi) - Nature/Legal form of the business.
- (vii) - Description of fixed assets.
- (viii) - Sources of Capital/funds of the business.
- (ix) - Uniqueness of the business.
- (x) - Statement of Vision/Mission, Goals and Objectives/purpose of the business.
- (xi) - SWOT analysis.

Any 5x1 = 0.5 Marks.



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(b) How Continuity of the business is ensured:
(Sustainability / avoiding biz failure)

(i) - Ensuring tight security.

Evidence: Describing the nature of security offered.

(ii) - Ensuring proper handling of customers.

Evidence: Mentioning ways of proper handling of customers.

(iii) - Conducting regular Market research.

Evidence: - Mentioning the research Method(s) used.

- How often was market research conducted.

- Nature of research carried out eg on prices, quality etc.

(iv) - Maintaining high quality products/services

Evidence: Mentioning ways of ensuring good quality.

(v) - providing a variety of products or services / Diversifying production / increasing production line

Evidence: Mentioning the products/services

(vi) - Ensuring proper financial management.

Evidence: - Mentioning the sources and amount of funds.



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- Showing how funds are properly utilised

(vii) - Carrying out regular advertising.

Evidence: stating advertising media used and how often.

(viii) - Ensuring proper planning of all business activities.

Evidence: Describing the nature of business planning.

(ix) - Ensuring Compliance with the law / government policies on businesses.

Evidence: Describing the nature of Compliance.

(x) - Ensuring training of self and workers to acquire skills / providing workers with skills.

Evidence: How / When / Where / By who / on what.

(xi) - Observing social responsibility.

Evidence: How social responsibility is observed.

(xii) - Insuring the business.

Evidence: - Mentioning the insurance company / insurance policies / risks.

(xiii) - Relying on mainly locally available resources.

(xiv) - Motivating workers.

Evidence: Mentioning ways / methods of motivation.



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(XV) - Ensuring appropriate / fair pricing of products or services.

Evidence: Stating the price.

(XVI) - Undertaking any other sales promotion activity

Evidence: Mentioning the sales promotion activity.

(XVII) - Re-investing the profits / Re-investing the profits

Evidence: Stating the amount / Re-investing the profits

Any $4 \times 2 = 08$ MARKS
NB: Evidence is needed.



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(c) Taxes paid by the business to the Local authority.

- (i) - Property tax.
- (ii) - (Local) hotel tax.
- (iii) - Local service tax

Any 2x2 = 04 Marks.

NB:- Evidence is needed

- Evidence should bring out the amount of tax paid / Circumstances under which the tax is paid.



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(d) Strategies that are used by the business to develop a personal brand.

(i) - Distinctiveness / Uniqueness.

Evidence: - Showing the uniqueness of the business.

- Identifying the strength and talents of the business that makes it unique / distinct.

(ii) - Specialisation.

Evidence: Showing area(s) of specialisation.

(iii) - Visibility.

Evidence: Showing how the business products / services stand out among the products of the competitors.

(iv) - Leadership.

Evidence: Stating the Leadership brand of the business.

(v) - Persistence.

Evidence: Showing how persistence of the product(s) in the market is ensured.

(vi) - Unity.

Evidence: Showing reflection of togetherness.



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(Vii) - Good will.

Evidence: How the business shows positive public perception about its products / services.

(Viii) - Personality

Evidence: Stating the core values of the business observed.

Any $4 \times 2 = 08$ Marks.

NB: Evidence is needed.



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5(a) Characteristics of the business

- (i) - Business name and address.
- (ii) - Business Location.
- (iii) - Products / services offered.
- (iv) - Target customers / market.
- (v) - Date of establishment of the business.
- (vi) - Nature / legal form of the business.
- (vii) - Description of fixed assets.
- (viii) - Sources of capital / funds of the business.
- (ix) - Uniqueness of the business.
- (x) - Statement of Vision, Mission, Goals and Objectives / Purpose of the business.
- (xi) - SWOT analysis.

Any 4x1 = 04-Marks.

NB: Candidates who bring out characteristics of the business basing on the size / type / legal form should also be marked.



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(b) Economic environment factors that influenced the entrepreneur to take advantage of the business opportunity.

(i) - Economic policy.

Evidence: Stating the economic policy.

(ii) - Administrative issues.

Evidence: Description of procedural requirements like registration, Licensing, Payment of rent etc.

(iii) - Level of infrastructural development.

Evidence: Mentioning infrastructural facilities and how they favoured the business.

(iv) - Financial Systems eg SACCOs, Micro finance Institutions, Banks etc

Evidence: Description of how they promoted the business.

(v) - Legal requirements.

Evidence: How the business laws have favoured it

(vi) - Resource availability eg Land, Capital etc

Evidence: Mentioning the resources obtained and used in the business.



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(vii) - Cost of production / cost of doing business /
general Price Level.

Evidence: Description of how low costs
promoted the business

(viii) - Economic incentives.

Evidence: Mentioning the incentives available / provided.

(ix) - Level of Competition.

Evidence: Mentioning the Competitors.

(x) - Market Size / Level of demand.

Evidence: - Mentioning the Customers.
- Describing the Level of demand.
- Describing how the Level of
demand favoured the business.

Any 5 x 1 = 05 marks.

NB: Evidence is needed.

- A. also has but the factors



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(C) How the business visited managers change.

(i) - Establishing strict control measures on areas of change.

Evidence: Describing the control measures undertaken.

(ii) - Looking for alternative sources of supplies.

Evidence: Mentioning the sources.

(iii) - Ensuring proper / systematic planning of business activities / Introducing and managing change at the right time.

Evidence: - Describing how the business activities were properly planned.
- Showing time of introduction of change.

(iv) - Diversifying the business activities / lines of production.

Evidence: Mentioning the business activities / new products or services provided.

(v) - Widening market.

Evidence: - Mentioning the new products.
- Mentioning strategies for widening market(s).



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(vi) - Using appropriate channel(s) of distribution.

Evidence: Mentioning the channel(s) of distribution.

(vii) - Diversifying Sources of funds.

Evidence: Mentioning the sources of funds.

(viii) - Negotiating for favourable terms of payments.

Evidence: - Stating the new terms of payments.

- Describing the negotiation process.

- Mentioning the examples of payments.

(ix) - Conducting regular market research.

Evidence: - Mentioning method(s) of research.

- Mentioning the nature of research.

- How often is research conducted.

(x) - Coping with change / Learning to accept change.

Evidence: Describing ways/steps of coping with change.

(xi) - Ensuring effective / open communication about change.

Evidence: Describing how effective communication is carried out / done.

(xii) - Rewarding change supporters.

Evidence: Stating / mentioning the reward(s).



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(XIII) - Training workers / staff to manage the
change / Hiring skilled staff.

Evidence: - When

- How

- Where

- By who.

(XIV) - Adopting / Improving technology.

Evidence: Mentioning new / adopted
technology.

Any 6x1 = 06 Marks.

NB: Evidence is needed.



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(d) Factors that influenced business decisions on the terms of sale.

(i) - Selling policy of the business/enterprise.
Evidence: Mentioning the selling policy.

(ii) - Level / degree of Loyalty of customers.
Evidence: Stating the Level / degree of Loyalty.

(iii) - Price / Value of products / services.
Evidence: Stating the price / value of goods or services.

(iv) - Volume of transactions.
Evidence: Mentioning the volume of transactions of the business.

(v) - Size / nature of Market / Level of demand.
Evidence: - Stating the market size for the products / services
- Stating the Level of demand for the products / services.

(vi) - Level of trust of the customers.
Evidence: - Showing the Level of trust of the customers.
- Mentioning the trusted customers

(vii) - Credit period.
Evidence: Stating the Credit period.



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(viii) - Pricing objectives of the business.

Evidence: Stating the pricing objectives

(ix) - Level of cash reserves the business needs to maintain.

Evidence: Stating the Level of cash reserves.

(x) - Minimum working capital required by the business.

Evidence: Stating the minimum Level of working capital of the business.

(xi) - Quantities purchased/bought by customers.

Evidence: Stating the quantities purchased.

(xii) - Level of Competition.

Evidence: - Mentioning the Competitors.

- Mentioning the Level of Competition.

(xiii) - Nature of the product(s)

Evidence: Mentioning the nature of the product(s) i.e durable/perishable

(xiv) - Cost of purchase

and - Profit Margin on terms of sale

Any 5x2 = 10 Marks

NB:- Evidence is needed

- Evidence given Must clearly show appropriate terms of sale

= END =

