

# BUDDO SS ENTREPRENEURSHIP GRAND ANNUAL SEMINAR

## ANSWER GUIDE 2023.

### PAPER 1

#### 1. (a) i) Reasons for practicing business ethics.

- ✓ To maintain business standards in terms of quality
- ✓ To enable the entrepreneur to be trusted by customers and employees
- ✓ In order to meet the obligations of customers and business partners
- ✓ To create customer loyalty
- ✓ To increase business profits
- ✓ To attract government support
- ✓ To enable the business access human resource
- ✓ To increase business turnover / sales / market demand
- ✓ To enable good decision making
- ✓ To out compete other businesses
- ✓ To create good relationship with different stake holders like customers, government etc
- ✓ To build / maintain a good business image / reputation / good will
- ✓ To easily access business inputs / suppliers of materials
- ✓ To protect the environment
- ✓ to retain and attract business customer

#### (ii) Management skills for an entrepreneur.

- |                                  |                         |
|----------------------------------|-------------------------|
| ✓ Marketing/selling              | ✓ Budgeting             |
| ✓ Financial                      | ✓ Strategic skills      |
| ✓ Planning                       | ✓ Decision making       |
| ✓ Leadership                     | ✓ Delegation/delegating |
| ✓ Organization/co-ordination.    | ✓ Production management |
| ✓ Time management/ time managing | ✓ Negotiation skills    |
| ✓ Communication/communicating    | ✓ Purchasing skills     |
| ✓ Controlling                    | ✓ Personnel management  |

- (b) (i) **Achievement motivation:** It refers to the urge to excel and do something unique i.e the strong need to achieve and desire for success.

#### **While / whereas**

**Entrepreneurial motivation.** This is a strong desire, impulses, dedication and drive of individuals to accomplish a specific business goal

#### (ii) Characteristics associated with strong need for achievement.

- ✓ Work for long hours.
- ✓ They have an intense desire for success.
- ✓ They experiment with novel activities to reach set goals.
- ✓ They seek help from experts rather than friends to overcome both internal blocks as well as internal or personal limitation.
- ✓ They anticipate possibilities of success and failure and do something about the obstacles which can cause failure.
- ✓ They analyze the environment to create opportunities for achievement, rather than passively waiting for chances to come their way.

- ✓ They derive maximum satisfaction from the achievement itself and less from other factors like money and recognition
- ✓ They experience positive feelings of joy and satisfaction in achieving moderately challenging goals but not condemnation in the failure
- ✓ Learning from feedback, analyzing whether the goal set was too high to be realistically attainable or whether right methods were employed or changes are required
- ✓ Formulation of concrete goals.

(c) i) **State any two principle of negotiation.**

- ✓ You do not have to be right to settle.
- ✓ Look to the future.
- ✓ Focus on the goal.
- ✓ Set the tone and look the part
- ✓ Be prepared and do your research
- ✓ Know what you want and what the other party wants.
- ✓ Always have a plan B.

ii) **Factors limiting effective negotiation.**

- ✓ Last minute wavering
- ✓ Time pressure/ limited time
- ✓ Delay tactics
- ✓ An early concession
- ✓ Aggressive behavior
- ✓ Neglect the other side's problem
- ✓ Letting positions over ride interest. During negotiations people tend to focus on their own positions instead of reconciling deeper interests.
- ✓ Price-only negotiation. Less experienced negotiators under value the value of creating working relations with other parties.
- ✓ Linking logic. It is assumed that if a person is correct in one thing/ he she must be correct in another, but this is not always so.
- ✓ Inadequate negotiation skills e.g poor listening skills.
- ✓ External interference e.g influential stake holders

(d) i) **Mentoring** Is the process of senior and experienced entrepreneurs working together and familiarizing upcoming entrepreneurs with the business world.

ii) **Rewards of mentoring to the mentee.**

- ✓ improves performance and productivity
- ✓ encourages positive risk taking
- ✓ improves creativity and innovation
- ✓ Improves knowledge and skills.
- ✓ improves understanding of the business policies, procedures with customers
- ✓ provides possibility of learning from mistakes of others
- ✓ improves Job satisfaction and motivation

(e) i) **Merits of using supplier's credit as a source of capital.**

- ✓ It ensures that the business is constantly supplied with raw materials
- ✓ It promotes good relation between the company and the business receiving credit.
- ✓ The supplying company gets a lot of profits since goods sold on credit are always highly priced.

- ✓ It helps those entrepreneurs without capital to start business.
- ✓ It promotes self-discipline since credit payment need hard work and honesty.
- ✓ It increases market for supplying the company.

ii) **Ways of overcoming a deficit in a cash flow statement.**

- ✓ Looking for the possible ways of increasing cash sales, like through carrying out sales promotions
- ✓ Reducing the expenditure on some possible items, like salaries and wages bills so long as it will not affect the business image and operations
- ✓ Delaying some cash expenditures, for instance extending the payment for salaries and wages for workers on conditions that it will not affect productivity
- ✓ Acquisition or applying for a loan from possible financial institutions like Banks and other recognized credit institutions
- ✓ Carrying out strict monitoring and control cash inflows and outflows like monitoring cash sales and cash spent on purchases and other avenues so as to reduce / avoid cash mismanagement and misuse.
- ✓ Encouraging more of cash sales than credit sales.
- ✓ Bargaining with the financiers for a lower interest rate paid on loans. This reduces cash spent on servicing the loan acquired.
- ✓ Bargaining for a longer repayment period for the loan principle and the associated charges
- ✓ Sourcing possible suppliers who can offer goods on credit, this will reduce the outright cash outflow on cash purchases, through extending payment at a later date
- ✓ Mobilizing more capital from owners (shareholders) or his own saving / sources if it is personal business
- ✓ Sourcing funds from friends and relatives in form of donations, grants etc.

(f) i) **Pull sales promotion strategy.** This involves getting the consumer to buy or purchase the product or service directly from the company itself. It focuses more on the seller than the consumer. E.g coupons, samples, refunds, loyalty programs etc

**While**

**Push sales promotion strategy.** This involves pushing distributors and retailers to sell your products or services to the customers to buy by offering various kinds of promotion and personal selling efforts. E.g buy-back guarantees, free trials etc.

(ii) **Ways used by traders to increase their turn over.**

- ✓ Offering Free samples
- ✓ Offering Price offer offers
- ✓ Using Coupons
- ✓ Organizing Trade fairs and exhibitions
- ✓ Organizing scratch and win offers
- ✓ Money back offer
- ✓ Ensuring proper Window display
- ✓ Selling goods on credit
- ✓ Offering discount
- ✓ Giving donations
- ✓ Offering Bonuses / premium offers.
- ✓ Organizing buy and win competitions
- ✓ Creating right attitudes among employees
- ✓ Maintaining links with others / networking
- ✓ Providing after sales services

- ✓ Carrying out Exchange schemes.

**(g) i) Ways of tax evasion.**

- ✓ Under declaring incomes / refusal to declare incomes.
- ✓ Over stating expenses.
- ✓ smuggling
- ✓ bribing tax collectors
- ✓ hiding from tax collectors

**(ii) Consequences of such practices to the business / effects of tax evasion.**

- ✓ Temporally or permanent closure of the business hence loss of business income.
- ✓ Denial of government support
- ✓ Penalties for non – payment of taxes.
- ✓ Forceful payment of arrears from the business profits or entrepreneurs' income.
- ✓ Bad public image of the business especially when closed.
- ✓ Loss of smuggled goods that are confiscated by tax authorities.
- ✓ Imprisonment over non – paid tax obligation.

**(j). i) Features of appropriate technology.**

- ✓ Simple to operate/simplicity i.e should be simple to use
- ✓ Effectiveness. It does right work in the shortest time required
- ✓ Availability. It is easy to get/access
- ✓ Flexibility. It allows changes with time
- ✓ Durability. It should last/stay for a long period of time.
- ✓ Efficient i.e faster
- ✓ Cost effective. It minimizes cost or cheap.

**(ii) Factors that influence choice of technology to use in an enterprise.**

- ✓ Technological requirements
- ✓ Plant capacity
- ✓ Principle inputs/inputs constraints
- ✓ Investment costs/out lay/initial costs of technology/ price
- ✓ Production costs / overhead costs.
- ✓ Ability to use other inputs/co-operant factors
- ✓ Productivity and efficiency of technology
- ✓ Market conditions/market trends /size of market demand
- ✓ Resources of the business.
- ✓ Government policy in relation to technology.
- ✓ Availability of skilled manpower.
- ✓ Objectives of the business.
- ✓ Adaptability/flexibility of the technology
- ✓ Impact that the technology has on the environment.
- ✓ Simplicity and ease to use the technology / complexity
- ✓ Durability/lifespan/useful of technology
- ✓ Power consumption
- ✓ Guarantee given by the manufacturer.
- ✓ Terms and conditions of payment.
- ✓ Source/origin of technology/nature of suppliers.
- ✓ Nature of technology used by competitors/level of competition

- ✓ Nature of the product to be produced.
- ✓ Availability or accessibility of technology.

## **SECTION B**

### **2. (a) The following are the principles of personal branding**

- ✓ The principles of specialization i.e. someone with a personal brand always concentrate on single core strength and talent achievement.
- ✓ The principle of leadership i.e ability to lead others.
- ✓ The principle of personality ie it should be built on a foundation of the sources of true personality.
- ✓ The principle of distinctiveness i.e personal brand needs to be expressed in a way that is different from other competitors.
- ✓ The principle of visibility. it must be seen over and over again
- ✓ The principle of unity. A person behind personal brand must adhere to the moral and behavior code set down by that brand.
- ✓ The principle of persistence. It takes long to grow while you can accelerate the process.
- ✓ The principle of good will. A personal brand produces better results and endures longer if the person behind it is perceived in a positive way.

### **b) Importance of building a good personal brand**

- ✓ It helps the entrepreneur to compete with already established brands in the market.
- ✓ It attracts more customers which leads to high sales
- ✓ It provides a road map to success
- ✓ It improves on the entrepreneur's business image and reputation
- ✓ It leads to quality production of goods and services as a strategy to maintain the already established good brand.
- ✓ It creates focus] for the entrepreneur's business career.
- ✓ It creates a sense of individuality and uniqueness in the minds of customers.
- ✓ It adds perceived value to what you are selling.
- ✓ It helps an entrepreneur with good personal brand to charge competitive prices for the business products.

### **3. a) The following are the reasons for carrying out for preparing a business plan.**

- ✓ To test the feasibility and viability of the business idea.
- ✓ To give the business the possible chance of success.
- ✓ To secure the external funding .e.g getting loans from banks.
- ✓ To attract investors.
- ✓ To enable shareholders make investment decisions.
- ✓ To identify the challenges which are most likely to face the business in advance.
- ✓ To define specific goals and objectives of the business.
- ✓ To identify the expected production targets. E.g quantity targets.
- ✓ To provide an entrepreneur with information about where the business is going.
- ✓ To enable the shareholder to make investment decisions.
- ✓ To guide on tax assessment.
- ✓ To enable the entrepreneur to monitor the business performance.
- ✓ To assess the SWOT analysis of the business.
- ✓ To identify the business target customers.
- ✓ To enable business to remain focused when carrying out business operations.
- ✓ To act as a time table for the implementation of business activities.

**b) The following are the components of the business plan.**

- ✓ The executive summary.
- ✓ The general description of the business.
- ✓ Statement of vision, Goals and objectives.
- ✓ Production plan.
- ✓ Organizational plan/human resource plan /management plan/administrative plan.
- ✓ Financial plan.
- ✓ Action plan.

**c) The following are the steps followed when preparing a business plan.**

- ✓ Selecting /choosing a type of business to engage in or to establish.
- ✓ Conducting market survey for the selected type of the business.
- ✓ Collecting/gathering relevant information or data concerning different businesses.
- ✓ Drafting a business plan.
- ✓ Discussing the drafted business plan with experts.
- ✓ Writing a final business plan.
- ✓ Preparing an action plan for the implementation of the business plan.

**4. a) The following are the factors affecting stock levels of a business in an enterprise.**

- ✓ Availability of raw materials.
- ✓ Lead time.
- ✓ Stock holding cost.
- ✓ Consumption rate.
- ✓ Amount of trade discount received.
- ✓ Durability of stock.
- ✓ Size of storage space.
- ✓ Level of demand.
- ✓ Size of the working capital.

**b) The following are reasons for controlling business inventory.**

- ✓ To avoid tying a lot of working capital in stock.
- ✓ To ensure timely replacement of raw materials for continuous production of goods. It also avoids production delays.
- ✓ To meet demand fluctuations and avoid expensive stock outs.
- ✓ To reduce stock losses while in store like expiry.
- ✓ To minimize storage costs like rent.
- ✓ To maintain timely records of inventory at all times e.g. inventory balances in the store, date of expiry etc.
- ✓ To ensure constant availability of goods when required.
- ✓ To avoid wastage of raw materials due much stock.
- ✓ To avoid embarrassment that may result from running out of stock.
- ✓ To support continuous production and avoids production unnecessary delays.
- ✓ To allow flexibility in production scheduling as well as marketing.

**5. a) The following are the reasons why formal businesses to informal businesses.**

- ✓ They are legally recognized unlike informal businesses which are not legally recognized.
- ✓ They are properly organized with clear flow of authority and responsibilities unlike informal businesses which lack clear organization and clear flow of authority.
- ✓ They have a sound base for further growth and development unlike informal businesses.

- ✓ They are reliable and somehow permanent and therefore it is easy to get skilled human resources unlike informal businesses which temporary operate.
- ✓ It is easy for them to get loans from financial institutions unlike informal businesses which cannot easily be trusted by different financiers.
- ✓ They easily benefit from government services such as tenders and financial support unlike informal businesses that cannot easily be trusted by the government.
- ✓ They do comply with social security regulations such as payment of NSSF unlike informal businesses which sometimes failure to comply with government regulations.

**b) The following are the factors that necessitate good relationship in a family business.**

- ✓ Joint family funding.
- ✓ Inheritance.
- ✓ Fear of hired management.
- ✓ Source of employment of family labour.
- ✓ Managerial decision making.
- ✓ Greater commitment from family members.
- ✓ Trained family personnel / management.

**c) The following are the challenges facing family businesses.**

- ✓ Challenge of decision making.
- ✓ Challenge of succession of business.
- ✓ Informality of business ie some family businesses are not registered.
- ✓ Challenge of compensating family members.
- ✓ high labour turnover of non-family members
- ✓ Challenge of paying non family participating members.
- ✓ Limited managerial skills.
- ✓ Family problems that may affect the business e.g death.
- ✓ Conservatism of family members. E.g. elders always want to be the ones to make decisions for the business.
- ✓ Role confusion. The responsibilities and roles of each member are not clearly defined.
- ✓ Challenges of tunnel vision. There is limited outside opinion and diversity on how to operate the business.
- ✓ Limited training.
- ✓ Over dependence on family individuals.
- ✓ Inadequate capital.
- ✓ Taking the business for granted / complexity in supervising family members.
- ✓ Challenge of misuse of business resources. E.g. withdrawing cash.
- ✓ Managerial wrangles and disagreements among family members.
- ✓ Laziness among family members. Some family members are not committed to their duties.
- ✓ Centralized control system. I.e Most of the major decisions are made by the family heads.

**6. a) Political factors that limit entrepreneurial environment.**

- ✓ High tax rates charged.
- ✓ Reduced number of political and religious refugees.
- ✓ Unfavorable political environment.
- ✓ Low government expenditure.
- ✓ Unfavorable / weak business laws / weak legal policies.

- ✓ Presence of less effective government institutions and departments / unsupportive government institutions and departments.

### **Global factors that limit entrepreneurial environment.**

- ✓ Unfavorable export policy.
- ✓ Unfavorable import policy.
- ✓ Absence of a wide international market / decrease on entrepreneurship global trade.
- ✓ Unfavorable government global policy.
- ✓ Unfavourable government policies.
- ✓ Limited access to foreign market.
- ✓ Limited freedom of initiative/innovation. This limits generation of new business ideas.
- ✓ Absence of global finance e.g limited funds from World Bank.

### **b) Implications of globalization.**

#### **Positive implications.**

- ✓ Widens market.
- ✓ Promotes technological transfer.
- ✓ Promotes labour mobility.
- ✓ Provides employment opportunities.
- ✓ Improves on the international relations.
- ✓ Promotes labour mobility.
- ✓ Facilitates development of infrastructures like roads.
- ✓ Generates more government revenue.
- ✓ Promotes capital inflow.
- ✓ Encourages specialization.
- ✓ Encourages creativity and innovation.
- ✓ Promote utilization of would have been idle resources.

#### **Negative implications.**

- ✓ Leads to spread of diseases.
- ✓ Leads to moral decay.
- ✓ Leads to economic dependence.
- ✓ Promotes brain drain.
- ✓ Promotes capital outflow.
- ✓ Leads to resource exhaustion.
- ✓ Encourages illegal trade
- ✓ It may lead to unemployment especially technological unemployment.

### **7. a) i) The following are the factors that are considered when analyzing business competition.**

- ✓ Quality of products produced by competitors.
- ✓ Size of competition.
- ✓ Profitability of competitors.
- ✓ Operating methods.
- ✓ Nature of after sales services offered by competition.
- ✓ Stock levels held by competitors.
- ✓ Price charged by competitors.
- ✓ Hours of business operation.
- ✓ Skills/quality of the personnel employed.
- ✓ Location of competitors.
- ✓ Promotional methods used.



- ✓ Product added advantages/warrantees offered.

**ii) The following are the factors affecting business competition.**

- ✓ Mobility and accessibility overlap.
- ✓ Product overlap/variety.
- ✓ Degree of product priority.
- ✓ Level of public awareness.
- ✓ Level of product substitution.

**b) The following are the strategies taken by business entrepreneur's to win customers' acceptance and loyalty.**

- ✓ Through advertising.
- ✓ Through creating a good business image.
- ✓ Ensuring customer convenience such as opening for longer hours / working on a public holidays.
- ✓ Through charging everyday low prices.
- ✓ Through merging of firms.
- ✓ Through providing a variety of products.
- ✓ Through strategic display of products. This attracts more buyers.
- ✓ Ensuring regular supplies. This is through maintaining the required stock levels.
- ✓ Using attractive or proper packaging.
- ✓ Providing after sales services. E.g. free delivery of goods
- ✓ Improving on quality of business products.
- ✓ Through offering discounts. E.g. trading and cash discounts.
- ✓ Communicating regularly with the customers and inform them about major changes made in the business such as new deliveries made, quality improvements made etc
- ✓ Ensuring good presentation and appearances. E.g the way one decorates his business premises etc.
- ✓ Motivating workers.
- ✓ Ensuring competitive / appropriate pricing.
- ✓ Providing credit facilities.
- ✓ carrying out personal selling
- ✓ Ensuring good customer care.

**8. a) The following are the factors that provide basis for market segmentation**

- ✓ Demographic i.e. Customers are grouped basing on age, gender, religion, race, income and family size
- ✓ Psychographic segmentation is done based on life style, social class, personality etc.
- ✓ Social economic characteristics. Here customers are segmented based on income, education and occupation
- ✓ Geography. Here segmentation is done based on customer location as people living in similar areas share similar expenses.
- ✓ Generation. Here segmentation of people is done according to period of time they were born
- ✓ Product usage i.e. how frequently a product is used and segmentation is done basing on that.
- ✓ Benefit sought. Segmentation is done according to the common interest of people.
- ✓ Geo-demographic. This combines built demography and geography.
- ✓ Behaviour – as according to the character towards the product.
- ✓ Discussion / decision. Ie basing on the decision to be made by an entrepreneur.

**b) Circumstances under which market segmentation may be carried out**

- ✓ In case there is a need to match customer needs in a better way.
- ✓ In case there is a desire to increase profits.
- ✓ In case there is a need to increase opportunities for growth.
- ✓ In case there is a desire to retain more customers.
- ✓ There is a need to effectively communicate to the target market i.e. delivering market message to relevant audience.
- ✓ When the business desires to out compete its competitors.
- ✓ In case there is a need to strategically Position the business products in the market places.
- ✓ When the business desires to expand its market share.
- ✓ In case of a need to increase sales.
- ✓ In case there is the need to reduce marketing costs / advertising.
- ✓ In case of a need to gain share of the market segment.

**9. a) The following are the merits associated with sale of goods on credit**

- ✓ Increases on the business profits.
- ✓ Attracts more customers which leads to increased sales.
- ✓ It helps to quickly get rid of goods which are about to expire.
- ✓ Creates good relation with the business customers.
- ✓ Enables a business to out compete its competitors.
- ✓ It enables an entrepreneur to sell newly introduced goods on market.
- ✓ Gives a chance to an entrepreneur to sell expensive goods which customers cannot manage to buy on cash basis.
- ✓ It gives chance to customers without ready cash to acquire goods and services.
- ✓ It is a source of capital to upcoming entrepreneurs.

**b) The following are the challenges associated with credit selling.**

- ✓ It require a lot of paper work which leads to increased operating expenses.
- ✓ It results in to bad debts.
- ✓ It destroys the business image when an entrepreneur takes court action against defaulting customers.
- ✓ It leads to delayed payments
- ✓ It results into possible misunderstandings.
- ✓ It ties working capital of the business into debts.
- ✓ It limits business expansion due to limited stock.
- ✓ It makes planning and decision difficult.
- ✓ Difficult in establishing credit worthy / trust worthy customers.
- ✓ challenge of record keeping

**c) The following are the conditions necessary for credit selling**

- ✓ In case there is need to dispose of goods that are about to expire.
- ✓ When an entrepreneur has enough working capital to finance the credit sales.
- ✓ If an entrepreneur can also purchase on credit.
- ✓ If there are effective and strong laws that can protect and help to receive the debts from credit sales.
- ✓ When the buyer is proved to be credit worth and therefore is able to pay debts.
- ✓ If the buyer has presented a collateral security.
- ✓ If an entrepreneur wants to attract new customers.
- ✓ If the customer is well known and properly assessed by an entrepreneur.
- ✓ When there is need to get rid of slow moving commodities.

- ✓ When it is an entrepreneur's policy to sale goods on credit.
- ✓ When there is need to build customer loyalty.
- ✓ When the competition is high and the seller wants to overcome it.
- ✓ If the aim of the seller is to increase sales.
- ✓ When there is a need to create storage space.
- ✓ If the seller is introducing product on market.

**10. a) The following are the methods used when conducting employee training.**

- ✓ Orientation, this refers to the means of providing information about the job.
- ✓ Job instruction training, this is where employees are trained on the instruction of performing a specific task.
- ✓ Apprenticeships, this is where trainee is placed under a qualified supervisor or instructor
- ✓ Internships, this is where the trainee is placed under supervision for a short period of time to acquire practical skills for use in an enterprise.
- ✓ Job rotation, this involves moving the trainee through a series of jobs in order to get better training and discipline.
- ✓ Coaching, this refers to one to a one learning focused on a specific skill and goal.
- ✓ Mentoring, this refers to partnership between two people often working in a similar field sharing work experiences.
- ✓ Lectures, this where real learning is applied in lectures for short period of time.
- ✓ Conferences, this where trainees are organized in small groups to discuss a particular aspect for the job so that feedback is provided.
- ✓ Simulation, this involves providing or creating atmosphere which is similar to the original work environment.
- ✓ Business games, this method involves providing a market situation in for a game and the trainees are asked to provide solutions

**b) Reasons / Rationale for training business employees.**

- ✓ To improve on the job knowledge and skills.
- ✓ To increase on the productivity and skills among workers.
- ✓ To reduce on the supervision costs.
- ✓ To reduce on the employee turnover.
- ✓ To improve on the workers efficiency and productivity.
- ✓ To ensure quality Production and better service delivery.
- ✓ To enable the business to achieve its set goals and objectives.
- ✓ To improve on the relation between the business and its employees.
- ✓ To improve on the business profitability.
- ✓ To improve on the employee morale.
- ✓ For inducting new employees.
- ✓ To improve on the workers skills and competence.
- ✓ To create good business image.
- ✓ To cope up with technology changes and advancements.
- ✓ To enable the business compete favorably with the competitors.
- ✓ To create a pool of readily available man power.
- ✓ To respond to changing tastes and preferences of customers.
- ✓ To meet expansion needs of the business.

**c) The following are the reasons why businesses are reluctant / to offer training to business employees.**

- ✓ Limited time to offer and organize training.
- ✓ Expecting employees to learn on job.

- ✓ Hiring of managers to have broad expertise by small business.
- ✓ Lack of trust and openness of managers in small business towards business employees.
- ✓ Negative attitude and doubt about a need or value for training.
- ✓ Failure to mind about the future benefits and only concentrate on present benefits such as enjoying present benefits.
- ✓ Lack of strategic planning.
- ✓ Limited funds to meet training expenses.

#### **11. a) The following are factors that enhance gender partnership**

- ✓ There are no threats of exploitation or victimization of any member
- ✓ The development of each member is enhanced or improved
- ✓ Each member is fairly rewarded for his or her services
- ✓ Participants are aware of their own membership and that of others
- ✓ Each member gets satisfaction from participating in any activity taking place
- ✓ Each member strives to communicate his or her own feelings and ideas as fair and accurately as possible

#### **b) The following are the factors promoting women participation in entrepreneurial activities.**

- ✓ Presence of highly educated women
- ✓ Late marriages from women. This gives them adequate time to concentrate on entrepreneurial activities.
- ✓ Accessibility to capital and high levels of income.
- ✓ Less demands of girl child in form of domestic responsibilities at home.
- ✓ Presence of role models who are female entrepreneurs.
- ✓ Presence of career guidance and sensitization of women about entrepreneurial activities
- ✓ Easy access to child care facilities at places of work.
- ✓ Presence of high degree of awareness about the need to engage in entrepreneurial activities.
- ✓ Positive perception from parents about girl child education.
- ✓ Presence of good education system which is practical and vocational.
- ✓ Stable / conducive political climate to accommodate entrepreneurial activities.
- ✓ Less marital responsibilities associated by women. This creates ample time to engage in entrepreneurial activities.
- ✓ Positive women attitudes towards entrepreneurship.
- ✓ Favourable labour market practices about women.

#### **12. a). Contribution of social enterprises in Uganda**

- ✓ Creating sustainable impact on the society and environment by addressing root cause instead of creating short term solution.
- ✓ Promoting sustainable infrastructural development.
- ✓ Integrating and caters for marginal groups and vulnerable groups of the population.eg disabled people, poor ones etc.
- ✓ Helping in using community's resources in creative and effective manner.
- ✓ Increasing access to basic goods and services to the community members.
- ✓ Promoting knowledge through community education awareness through community sensitization about the changes and opportunities of their environment.
- ✓ Conserving the environment through social activities like tree planting
- ✓ Promoting innovation through applying existing ideas in a way that look to be new.
- ✓ Ensuring good health of the community members through promoting social activities which aim at safe guarding people's health. E.g energy saving stoves does not give out smoke

- ✓ Improving the image of the local areas through developing them.
- ✓ Promoting creation of social capital.
- ✓ Creating employment opportunities by empowering people in social activities
- ✓ Contributing to the government revenue.
- ✓ Promoting social services such as medical services, education services etc.
- ✓ Empowering the community through skilling, training etc.
- ✓ Creating employment opportunities.
- ✓ Utilizing would be idle resources.
- ✓ Improving quality of life of people.

**b) The following are the attributes associated with social Entrepreneurs**

- ✓ Personal leadership. Lead by example and have the ability to influence others.
- ✓ Ethical and principle centered. They make decisions basing on set values.
- ✓ Hard working and committed. They go an extra mile. They put in a lot of effort in order to achieve the set targets and goals.
- ✓ Goal oriented and visionary. Set long term targets for the enterprise so as to reach their vision.
- ✓ Good listeners. Pay attention to people's ideas and comments and learn from them.
- ✓ Risk takers. They take well calculated /moderate risks that have a chance of success.
- ✓ Empowering. They improve people's ability to do something.
- ✓ Advocators, they speak up and take action for what they believe is right.
- ✓ Optimistic and flexible. They expect favourable outcomes and they are positive to change.
- ✓ They tolerate uncertainty and they are determined to succeed despite some challenges.
- ✓ Good time managers. Social entrepreneurs keep time and use time effectively.
- ✓ Innovators and creative. They come up with new ideas to solve community problems.

**13. a). The following are the following are the factors determining profit levels.**

- ✓ The quality of products produced or sold.
- ✓ Price levels.
- ✓ The level of competition.
- ✓ The market size / level of demand.
- ✓ The quantity of goods produced or sold / level of output.
- ✓ The nature of distribution channel used.
- ✓ The cost of production e.g cost of raw material.
- ✓ The location of the business.
- ✓ Organisation skills / level of entrepreneurship.

**b) The following are the steps followed involved in determining the business profitability.**

- ✓ Deciding on the type of business to set up.
- ✓ Choosing the location of the business.
- ✓ Estimating sales.
- ✓ Estimating costs.
- ✓ Estimating profits.

**14. a) The following are the roles of URA as one of the business support organizations.**

- ✓ Assessing taxes
- ✓ Collecting taxes according to the tax laws.
- ✓ Accounting for all the revenue collected to the Ministry of Finance in Uganda.
- ✓ Advising government on matters of policy relating to tax and revenue administration.

- ✓ Facilitating trade and investment e.g. clearing of imports and exports.
- ✓ Issuing tax identification numbers (TIN) to tax payer/registering all tax payers.
- ✓ Sensitizing of tax payers on tax matters
- ✓ Keeping secrets of tax payers/confidentiality of tax payers
- ✓ Reducing dumping in the country.
- ✓ Diversifying the taxations system by introducing new taxes
- ✓ Influencing resource allocation in the country.
- ✓ Redistributing the income and wealth among individuals or sectors.
- ✓ Protecting infant industries against foreign competition.

**b) The following are the ways to improve on the revenue collection in Uganda.**

- ✓ Shortening the tax payment procedures.
- ✓ Publishing the names of tax defaulters in media.
- ✓ Rewarding compliant tax payers e.g. with certificate of recognition.
- ✓ Making the tax system equitable whereby the tax burden is fairly distributed to the payers.
- ✓ Improving the quality of business management in terms of book keeping.
- ✓ Popularizing the government and improving the quality of governance in terms of accountability for public revenue.
- ✓ Maintaining low tax rates so as to allow tax payers to remain with enough disposable income to support the decent standards of living.
- ✓ Making the tax laws easy or simple for all tax payers to understand.
- ✓ Ensuring consistence and fairness in application of tax laws.
- ✓ Carrying out tax education to show the importance of paying taxes.
- ✓ Fighting and reducing corruption among tax officials.
- ✓ Improving of infrastructure such as computerizing the tax system.
- ✓ Ensuring political stability to encourage economic activities.
- ✓ Ensuring application of the principle of convenience such as collecting tax a time when tax payers have received revenue from their economic activities.
- ✓ Promoting investment.
- ✓ Establishing government parastatals such as schools where more revenue can be collected.
- ✓ Carrying out privatization.

**15. a) Steps followed in the process of buying and selling shares**

**Initial public offering (IPO) which include;**

- ✓ Visiting the broker/issuer/selling agent
- ✓ Getting a copy of the prospectus and seeking advise
- ✓ Filling a security central depository (SGD) account opening form
- ✓ Filling in a share application and paying for shares
- ✓ After the allotment/allotment period, the shares are deposited on his/her SCD account
- ✓ Share certificate issued
- ✓ In case of any refund, the money is deposited on the applicant's bank account

**Or**

**Secondary marketing/Uganda securities exchange which includes**

- ✓ Visiting a broker to request for advice about companies to invest in and other prices.
- ✓ Filling an SCD account opening form
- ✓ Filling a purchase/sale order form
- ✓ Broker go to the market to transport on your behalf depending on the demand and supply forces.

- ✓ When trade is successful, shares are deposited on your account SCD account in case of purchase or money is deposited on your bank account in case of sale.
- ✓ Depositing money on your account and the broker giving a copy of the payment slip

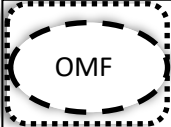


## b) Major players of capital markets

- ✓ **Brokers** – These are licensed financial professionals authorized to buy and sell shares on behalf of clients.
- ✓ **The registrar**. This is in charge of keeping records of keeping records of quoted stock and shares.
- ✓ **Jobbers**. These buy and sell shares on their own account at the stock exchange.
- ✓ **Investment advisors** – these are licensed individuals that engage in business of advising their clients about securities on issues of whether it is advisable to invest, purchase or sell securities.
- ✓ **Share holders**. These are individuals or companies that purchase shares in a company or business and hence own a part of that company with an expectation of returns afterwards
- ✓ **Capital market Authority (CMA)**. This is a government established body which ensures the regulations and development of the capital market industry

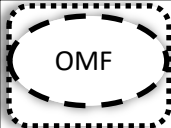

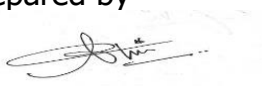
## PAPER TWO

### Question one

#### a) LOAN REPAYMENT SCHEDULE FOR OMEGA MICRO FINANCE

	<b>OMEGA MICRO FINANCE</b> P.O BOX 66, Mukono (U) TEL: 0774666777				
<b>Dealers in saving and lending</b> Located in Mukono trading Centre opposite Total petro station <b>"Save and prosper"</b>					
<b>LOAN REPAYMENT SCHEDULE</b>					
<b>Loan size:</b> shs 10,000,000 <b>Loan period:</b> 4 years Installments: 4 times <b>Interest rate:</b> 1% per month. <b>Method of calculating interest:</b> reducing balance method					
Years	installment payable	principle payable	interest payable	total payment	balance outstanding
		shs	shs	shs	shs
1 <sup>st</sup> year	1 <sup>st</sup>	2,500,000	1,200,000	3,700,000	7,500,000
2 <sup>nd</sup> year	2 <sup>nd</sup>	2,500,000	900,000	3,400,000	5,000,000
3 <sup>rd</sup> year	3 <sup>rd</sup>	2,500,000	600,000	3,100,000	2,500,000
4 <sup>th</sup> Year	4 <sup>th</sup>	2,500,000	300,000	2,800,000	NIL
BORROWER'S DETAILS			LENDERS DETAILS		
Signature:  Name: MAWERERE SEAN Title: LOAN OFFICER			Signature..... Name ..... Title.....		
<b>"Save and prosper"</b>					

**b) A PURCHASE ORDER FOR THE TITLE MICRO FINANCE TO BE SENT TO NANSU BRIMER SUPPLIERS**

	<b>OMEGA MICRO FINANCE</b> P.O BOX 66, Mukono (U) TEL: 0774666777 Dealers in saving and depositing Located in Mukono trading Centre opposite Total petro station <b>"Save and prosper"</b>				
Purchase order No. <b>043</b>	PURCHASE ORDER	Date: <b>07/10/2023</b>			
To: <u>NANSU BRIMER HARD WARE LTD KYENGERA</u> P.O BOX 20, Kampala  Dear Sir, Please supply and deliver the following machines					
No	ITEMS	DETAILS	Quantity	Rate	Amount
01	Photo copiers	Del	2 dozens	8,000,000	16,000,000
02	Generators	Casio	8 dozens	200,000	1,600,000
03	Computers	Apple	3 pieces	1,000,000	3,000,000
04	Printers	HP	5 pieces	500,000	2,500,000
	Total				23,100,000
Delivery date 8 <sup>th</sup> October 2023 Place of delivery: factory premises Terms of payment: cash payment <b>Looking forward for receiving the goods ordered</b> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;">           Prepared by    <b>NABUKENYA MARTHA</b>            PURCHASING MANAGER         </div> <div style="width: 45%;">           Sign.....             Name.....            Title.....         </div> </div>					

**c) GUIDELINES TO BE FOLLOWED WHEN PURCHASING MACHINERY AND EQUIPMENT**

OMEGA MICRO FINANCE  
 P.O BOX 66, Mukono (U)  
 TEL: 0774666777

Dealers in saving and depositing located in Mukono trading Centre opposite Total petro station  
 "Save and prosper"




**GUIDELINES TO BE FOLLOWED WHEN SELECTING MACHINERY AND EQUIPMENT**

1. Machines that are relatively cheap and affordable shall be purchased.
2. Machines that can easily be repaired and maintained at a low cost shall be purchased.
3. Machines that are flexible and can serve multiple purposes shall be purchased.
4. Durable machines that can last for at least 10 years shall be purchased
5. Machines that are easy and simple to operate shall be purchased
6. Machines whose complementary parts are available shall be purchased.

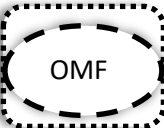



7. Suppliers of machinery and equipment that are known with high quality machines shall be given the priority to purchase from.
8. Machines whose spare parts are available shall be purchased.
9. Machines that are guaranteed by suppliers with at least 3 years shall be purchased.
10. Machines that are in position to serve the intended purposes shall be purchased.
11. Machines that have no negative impact on the environment shall be purchased.

d) **Debtor's recovery program to be used when recovering debts from the business debtors.**

	<p>OMEGA MICRO FINANCE P.O BOX 66, Mukono (U) TEL: 0774-666777</p>		
<p>Dealers in saving and depositing Located in Mukono trading Centre opposite Total petro station <b>"Save and prosper"</b></p>			
<p><b>CREDIT RECOVERY PROGRAMME</b></p>			
Date	Activity	Person in charge	Remarks
7/10/23	Identifying of all credit customers' records	Kato Tonny	
7/10/23	Arranging the debtors' records according to the given credit period	Kato Tonny	
8/10/23	Assessment and allocation of responsible persons to contact customers.	nalubega Anisha	
8/10/23	Preparing and dispatching debtors' reminder notes /contacting them	nalubega Anisha	
9/10/23	Collecting of payments and updating debtors records	Aisha Nakato	
10/10/23	Issuing of statement of accounts	Aisha Nakato	
11/10/23	Sending the last reminder to debtors who have defaulted	Alien Pallaso	
11/10/23	Compiling and publishing defaulters giving then the final date to clear	Alien Pallaso	
15/10/23	Taking legal action on defaulters like auctioning the collateral security	Arafat Mayanja	
<p><b>Programme drafted and compiled by</b></p> <p> NANSUBUGA SHARON MANAGING DIRECTOR</p>			

e) Pay slip for one of your employees

	<b>OMEGA MICRO FINANCE</b> P.O BOX 66, Mukono (U) TEL: 0774666777 Dealers in saving and depositing located in Mukono trading Centre opposite Total petro station "Save and prosper"	
		Serial No. 221
<b>EMPLOYEE PAY SLIP</b>		Date: .....
Name: .....		
Title: .....		
Department: .....		
Account number: .....		
Month: .....		Year.....
Basic pay	Allowance	Gross Pay
	Transport    Housing	Deductions
shs	shs                  shs	NSSF                  PAYE
shs	shs                  shs	shs                  shs
shs	shs                  shs	shs                  shs
Prepared by Sign .....		Approved by Sign .....
Name: .....		Name .....
Title: .....		Title: .....

### Question 3

#### SITYA DANGER ENTERPRISE'S CASH FLOW STATEMENT FOR THE MONTHS OF JANUARY, FEBRUARY AND MARCH 2020

Details	January	February	March
	Shs	Shs	Shs
<b>Balance c/f</b>	(2,700,000)	(24,800,000)	62,000,000
<b>Add: Cash inflows</b>			
Cash sales 80%	48,000,000	56,000,000	40,000,000
Balance from customers 20%	-	12,000,000	14,000,000
Rental income	9,000,000	9,000,000	9,000,000
Loan	9,000,000	-	-
Sale of old vehicle	4,800,000	1,920,000	1,280,000
Cash donation	-	2,000,000	2,200,000
Debenture		24,800,000	
<b>Total cash inflows</b>	<b>68,100,000</b>	<b>80,920,000</b>	<b>128,480,000</b>
<b>LESS: Cash Outflows</b>			
Commission expense	400,000	360,000	324,000
Salaries for workers	3,000,000	3,000,000	2,400,000
Electricity	6,000,000	-	-
Loan repayment		-	3,000,000
Interest on loan payable		-	450,000

Tax returns	3,600,000	3,600,000	3,600,000
Purchase of raw materials	1,800,000	1,980,000	2,178,000
Purchase of new building	8,000,000	2,000,000	-
Purchase of land	65,100,000	-	-
Rent	3,000,000	3,300,000	2,850,000
Transport expenses	2,000,000	2,200,000	1,760,000
Interest in Debenture		2,480,000	2,480,000
Total cash outflows	92,900,000	18,920,000	19,042,000
Net Cash position	(24,800,000)	62,000,000	109,438,000

**NOTE.**

- i) Donation of tangible assets is a non cash flow item therefore not recorded in the cash flow statements.
- ii) Goods damaged and stolen are not recorded in the cash flow statement since they are non-cash flow items.

**Ways of reducing the negative cash short fall in the business.**

- ✓ Looking for the possible ways of increasing cash sales, like through carrying out sales promotions
- ✓ Reducing cash expenditure on some possible items, like salaries and wages bills so long as it will not affect the business image and operations.
- ✓ Delaying some cash expenditures, for instance extending the payment for salaries and wages for workers on conditions that it will not affect productivity.
- ✓ Acquisition or applying for a loan from possible financial institutions like Banks and other recognized credit institutions.
- ✓ Carrying out strict monitoring and control cash inflows and outflows like monitoring cash sales and cash spent on purchases and other avenues so as to reduce / avoid cash mismanagement and misuse.
- ✓ Encouraging more of cash sales than credit sales so as to increase inflows like offering cash discounts and other after sales services to prompt payers
- ✓ Bargaining with the financiers for a lower interest rate paid on loans.
- ✓ Bargaining for a longer repayment period for the loan principle and the associated charges.
- ✓ Sourcing possible suppliers who can offer good on credit, this will reduce the outright cash outflow on cash purchases, through extending payment at a later date
- ✓ Mobilizing more capital from owners (shareholders) or his own saving / sources if it is personal business
- ✓ Sourcing funds from friends and relatives in form of cash donations, grants etc.

**Question 3**

**a) Policy guidelines to be when handling difficult customers followed.**

NKWATAKO BAKERY  
P.O.BOX 291, KAMPALA (U)  
Tel: 0704380388

Dealers in production of quality bakery products such as bread, cakes etc.



**POLICY GUIDELINES TO BE WHEN HANDLING DIFFICULT CUSTOMERS FOLLOWED**

1. Customer observations shall be evaluated and acknowledged fairly.
2. Words being used and feelings being expressed by the difficult customer shall be listened to carefully in order to map out the best approach to handle them.
3. Difficult customers shall be allowed to open up in order to understand his/her basis of being difficult.

4. There shall be holding of arguments until when the customer is ready for them.
5. Customers shall be placed in the position of the king through respecting them maximumly.
6. Compensation shall be provided to difficult customers through providing replacements or price reduction.
7. Difficult customers shall be apologized to incase they have been disappointed in any form.
8. Difficult customers who may prove to be violent and chaotic shall be handed over to the security guards.
9. Good customers care shall be extended to difficult customers through being polite to them, offering after sales services etc.
10. Difficult customers shall be referred to the customer care desk for better handling of their problems.
11. All workers shall avoid arguing with difficult customers who are angry or quarrelsome.
12. Difficult customers shall be attended to as fast as possible.
13. All employees shall be offered with a training workshop at least once a month in order to get skills of handling customers.

#### b) STOCK CARD USED WHEN HANDLING RAW MATERIAL IN THE STORE

This is a card where information regarding the stock is shown.

<b>NB</b>	<b>NKWATAKO BAKERY</b> <b>P.O.BOX 291, KAMPALA (U)</b> <b>Tel: 0704380388</b> <b>Email: <a href="mailto:NkwatakoBakery2023@gmail.com">NkwatakoBakery2023@gmail.com</a></b>						
Dealers in production of quality bakery products such as bread, cakes etc.							
<b>STOCK CARD</b>		Stock card No. 111					
Date: 8/10/2023							
Name of item: Wheat Flour		Item code No: 002					
Maximum stock level: 20 Bags		Minimum stock level: 10 Bags					
Re- order level: 5 Bags							
Method of issuing: First in first out							
Date received	QTY received	Date issued	QTY issued	Issued to	Issued by	Authorized by	Balance of stock
1 <sup>st</sup> /10/2023	10 bags	—	—	OTIM	—		10 bags
2 <sup>nd</sup> /10/2023	5 bags	—	—		—		15 bags
3 <sup>rd</sup> /10/2023			6 bags		—	Store manager	11 bags
5 <sup>th</sup> /10/2023			3 bags		—	Store manager	8 bags
Prepared by				Approved by			
Sign:  Name: SEAN MAWERERE Title: STORE KEEPER				Sign: ..... Name: ..... Title: .....			

c) **JOB ADVERT FOR THE POST OF SECURITY GUARD**

NB

**NKWATAKO BAKERY**  
**P.O.BOX 291, KAMPALA (U)**  
**Tel: 0704380388**

**Email. [NkwatakoBakery2023@gmail.com](mailto:NkwatakoBakery2023@gmail.com)**

Dealers in production of quality bakery products



***JOB ADVERT***

Nice bakery is a partnership business and has been in place since 2018 and it is located in kyengera trading center Wakiso District

It aims at providing high quality bakery products at a price which is affordable

It is seeking to recruit a highly self-motivated security guard

**Job title:** Security Guard

**Job reference:** No PM/AD 23

**Job summary:** Ensuring general safety of the work place.

**Duties and responsibilities:**

- Patrolling the business premises all times to ensure adequate security
- Attending to all security meetings

**Academic qualifications.** The applicant should have at least 2 years of working experience

**Age limit:** Between 30-40 years

**Special skill:** Should have excellent reporting and communication skills

**Reporting line:** Report to general Manager

**Remuneration:** Attractive

**Duty station:** Nkwatako bakery premises Main branch Kyengera

**Mode of application:** Hand written application should be submitted at the business premises

**Deadline for submission:** Not later than 7<sup>th</sup> October 2023 before 5:00 pm

d) **Strategies used by the business to ensure proper management business finance**

**NKWATAKO BAKERY**  
**P.O.BOX 291, KAMPALA (U)**  
**Tel: 0704380388**


Dealers in production of quality bakery products such as bread, cakes etc.

**STRATEGIES TO ENSURE PROPER MANAGEMENT BUSINESS FINANCE**

- ✓ Ensuring proper documentation of all cash received and paid out.
- ✓ Banking daily cash received from sales and from other sources made daily or regularly.
- ✓ Keeping the remaining cash at the business premises safely locked up in the money safes and also locking the doors to the cash safe rooms.
- ✓ Authorising business workers like the accountants to receive cash receipts and record all cash received in the cash receipts and other relevant books.
- ✓ Ensuring that all cash expenditures are requested for through the heads of department and then approved by an authorized business official.
- ✓ Prohibiting of any cash drawings from the business but if allowed then restricting the amount and charging interest on the amount withdrawn.
- ✓ Ensuring Timely collection of debts ie within one month or as soon as they are incurred so as to avoid losing money due to bad debts.

- ✓ Buying business items from a nearby reliable and cheap supplier in order to minimize high expenditure due to high transport costs.
- ✓ Obtaining the bank statement of the business on a daily basis on working days to ensure that the accountants reconcile these statements with the cash book of the business.
- ✓ Employing certified auditors to check the accounts records for error and fraud.

e) PERFORMANCE APPRAISAL FORM

<div style="border: 1px solid black; padding: 5px; width: 40px; margin: 0 auto;">NB</div>	<b>NKWATAKO BAKERY</b> <b>P.O.BOX 291, KAMPALA (U)</b> <b>Tel: 0704380388</b> <b>Email. <a href="mailto:NkwatakoBakery2023@gmail.com">NkwatakoBakery2023@gmail.com</a></b> Dealers in production of quality bakery products					
<b>PERFORMANCE APPRAISAL FORM</b>		DATE: .....				
Name of the employee: ..... Job title: ..... Evaluation period: ..... Method: ..... Rating Scale Method.						
<b>KEY ASPECTS</b>						
Details	Excellent	Good	Fair	Average	Poor	Points
Quality of work	✓					100
Beating deadline		✓				70
Punctuality			✓			50
Smartness	✓					100
Social interaction				✓		50
Team player					✓	10
<b>Total</b>						<b>380</b>
Excellent – 100, Good – 70, Fair - 50, Average – 40, Poor – 10  <b>Comment:</b> .....  <b>Recommendation:</b> .....  <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;">           Prepared by            Sign: .....            Name: .....            Title: .....         </div> <div style="width: 45%;">           Approved by            Sign: .....            Name: .....            Title: .....         </div> </div>						

**Question 4**

a) Chargeable income = Basic salary + allowance deductions (allowances)

	Debbie	Annette	Rachel	Sophia
Details	shs	shs	shs	shs
Basic salary (per month)	10,500,000	3,000,000	200,000	150,000
<b>Add: allowances</b>				
Housing allowance		150,000	50,000	
Education allowance	1,000,000			
Transport allowance	50,000	50,000	50,000	50,000

Medical allowance	1,000,000	1,000,000		
Entertainment allowance	30,000			
<b>Chargeable income</b>	<b>12,580,000</b>	<b>4,200,000</b>	<b>300,000</b>	<b>200,000</b>

#### PAYE

Debbie	$\text{PAYE} = 25,000 + \frac{30}{100} \times (12,580,000 - 410,000) + \frac{10}{100} \times (12,580,000 - 10,000,000)$ $\text{PAYE} = \text{Shs } 25,000 + 0.3 \times 12,170,000 + 0.1 \times 2,580,000$ $\text{PAYE} = \text{Shs } 25,000 + 3,651,000 + 258,000$ <b>PAYE = Shs 3,934,000</b>
Annette	$\text{PAYE} = 25,000 + \frac{30}{100} \times (4,200,000 - 410,000)$ $\text{PAYE} = \text{shs } 25,000 + 0.3 \times 3,790,000$ $\text{PAYE} = \text{shs } 25,000 + 1,137,000$ <b>PAYE = Shs 1,162,000</b>
Rachel	$\text{PAYE} = \frac{10}{100} \times (300,000 - 235,000)$ $\text{PAYE} = 0.1 \times 65,000$ <b>PAYE = shs 6,500</b>
SOPHIA	NIL, because Sophia's monthly salary is less than the threshold so her salary does not attract PAYE.
<b>TOTAL</b>	<b>shs 3,934,000 + 1,162,000 + 6,500 + NIL = shs 5,102,500</b>

- b) (i) Compute the VAT payable or claimable by KK Supermarket Ltd for the month of February 2023 tax period for each item.

#### INPUT TAX

Details	Purchases VAT Exclusive	VAT 18 /100	VAT on purchases
	shs 000	shs 000	shs 000
Sugar	50,000	50,000 X 18/100	9,000
Salt	1,500	1,500 X 18/100	270
Canned food	67,000	67,000 X 18/100	12,060
Beer	100,000	100,000 X 18/100	18,000
Soda	68,000	68,000 X 18/100	12,240

#### OUT PUT TAX

Details	sales VAT Inclusive	VAT 18 /118	VAT on sales
	shs 000	shs 000	shs 000
Sugar	141,600	141,600 X 18/118	21,600
Salt	5,310	5,310 X 18/118	810
Canned food	94,400	94,400 X 18/118	14,400
Beer	200,600	200,600 X 18/118	30,600
Soda	141,600	141,600 X 18/118	21,600

#### VAT Payable = VAT on sales – VAT on purchases

Details	VAT on sales	VAT on purchases	VAT payables
	shs 000	shs 000	shs 000
Sugar	21,600	9,000	12,600
Salt	810	270	540
Canned food	14,400	12,060	2,340
Beer	30,600	18,000	12,600
Soda	21,600	12,240	9,360
total	89,010	51,570	37,440

(ii) Determine sales price VAT exclusive = **Sales VAT inclusive – VAT payable on sales**

Details	sales VAT Inclusive	VAT on sales	VAT on sales
	shs 000	shs 000	shs 000
Sugar	141,600	21,600	120,000
Salt	5,310	810	4,500
Canned food	94,400	14,400	80,000
Beer	200,600	30,600	170,000
Soda	141,600	21,600	120,000

**Or**

Details	sales VAT Inclusive	100 /118	sales VAT exclusive
	shs 000	shs 000	shs 000
Sugar	141,600	141,600 X 100/118	120,000
Salt	5,310	5,310 X 100/118	4,500
Canned food	94,400	94,400 X 100/118	80,000
Beer	200,600	200,600 X 100/118	170,000
Soda	141,600	141,600 X 100/118	120,000

### **Rental Tax: (to be effective 1<sup>st</sup> / 07/2022) NEW RENTAL TAX PROVISIONS**

c) **(i) Gross rental income** = Rental income per month X number of months in a year

location	rental income per month	No. of months in a year	Annual rental income
Gulu city	5,000,000	12	60,000,000
Kampala	2,000,000	12	24,000,000
Kawempe	1,500,000	12	18,000,000

**Gross rental income 102,000,000**

**(ii) Rental tax payable** = chargeable income X Rental tax rate

**But chargeable income = Gross rental income – threshold.**

Details	shs
Gross rental income	102,000,000
Less: threshold / Tax free allowance.	2,820,000
<b>Chargeable income</b>	<b>99,180,000</b>

**Rental tax payable 99,180,000 X 12% 11,901,600**

**(iii) Net rental income** = Chargeable income – rental tax payable

Chargeable income	99,180,000
Less: Rental tax payable.	11,901,600
<b>Chargeable income</b>	<b>87,278,400</b>

### **Rental Tax: (to be effective 1<sup>st</sup> / 07/2021) NEW RENTAL TAX PROVISIONS**

a) **i) Gross rental income** = Rental income per month X number of months in a year

location	rental income per month	No. of months in a year	Annual rental income
Gulu city	5,000,000	12	60,000,000
Kampala	2,000,000	12	24,000,000
Kawempe	1,500,000	12	18,000,000

**Gross rental income 102,000,000**



(ii) **Rental tax payable** = chargeable income X Rental tax rate

**But chargeable income = Gross rental income – threshold.**

Details	shs
Gross rental income	102,000,000
Less: Tax free allowance. (75 % X 102,000,000)	76,500,000
Less: Interest on mortgage (shs 1,500,000 X 12)	18,000,000
<b>Chargeable income</b>	<b>7,500,000</b>

**Rental tax payable 7,500,000 X 30% 2,250,000**

(iii) Net rental income = Chargeable income – rental tax payable

Chargeable income	7,500,000
Less: Rental tax payable.	2,250,000
<b>Chargeable income</b>	<b>5,250,000</b>

**d) Determination Total Tax payable**

Determination	
CIF	shs
Cost (1,500 X 3,700)	5,550,000
Freight (600 X 3,700)	2,220,000
Insurance (500 X 3,700)	1,850,000
CIF	9,620,000

**Step 2**

Deriving import duty

Duty rate = 25 % of custom value

Import duty =  $\frac{25}{100} \times \text{shs } 9,620,000$

Import duty = shs 2,405,000

**Step 3 Excise duty**

Excise duty value = custom value + import duty

Excise duty value = 9,620,000 + 2,405,000

Excise duty value = shs 12,025,000

Excise duty = 20% Of excise duty value

Excise duty =  $\frac{20}{100} \times 12,025,000$

Excise duty = shs 2,405,000

**Step 4 Value Added Tax (VAT)**

Vat rate = 18%

VAT value = custom value + import duty + excise duty

VAT value = shs 9,620,000 + shs 2,405,000 + shs 2,405,000

VAT value = shs 14,430,000

VAT =  $\frac{18}{100} \times 14,430,000$

VAT = shs 2,597,400

**Step 5 withholding tax**

Withholding Tax = 6% of custom value

Withholding Tax =  $\frac{6}{100} \times 9,620,000$

Withholding Tax = shs 577,200

Step 6. Infrastructural levy

Infrastructural levy = 1.5 % of custom value

Infrastructural levy =  $\frac{1.5}{100} \times 9,620,000$

Infrastructural levy = shs 144,300

Total Tax payable = import duty + excise duty + VAT + withholding Tax + Infrastructural Levy.

Total Tax payable = shs 2,405,000 + shs 2,405,000 + shs 2,597,400 + shs 577,200 + shs 144,300

Total Tax payable = shs 8,128,900

### Question 5

- i) Net Turn Over / Net sales = sales – sales returns / return inwards.  
= shs 9,000,000 – shs 100,000

**Net sales = shs 8,900,000**

- ii) Cost of sales = goods available for sales – closing stock / inventory.  
But Goods available for sale = Opening Inventory + Net purchases  
But Net purchases = (Purchases + Carriage inwards) – return Outwards/ Purchases returns

= (shs 6,000,000 + shs 50,000) – shs 500,000

Net purchases = shs 5,550,000

Goods available for sale = shs 500,000 + shs 5,550,000 = shs 6,050,000

Cost of sales = shs 6,050,000 – shs 380,000

**Cost of sales = shs 5,670,000.**

**Or**

Cost of sales = Net sales – Gross profit

Cost of sales = shs 8,900,000 – shs 3,230,000 = **shs 5,670,000**

- iii) Gross profit = Net sales – Cost of sales  
Gross profit = shs 8,900,000 – shs 5,670,000 = **shs 3,230,000**

- iv) Net Profit = (Gross profit + Other incomes) – Operating expenses

But other incomes

Bad debts recovered shs 150,000

Commission received shs 600,000

**Total other incomes shs 750,000**

But operating expenses

Electricity shs 100,000

Salaries shs 800,000

Bad debts written off shs 60,000

Carriage outwards shs 70,000

**Total operating expenses shs 1,030,000**

**Net profit = (shs 3,230,000 + shs 750,000) – shs 1,030,000**

Net Profit = shs 3,980,000 – shs 1,030,000

**Net profit = shs 2,950,000**

$$v) \text{ Operating Margin ratio} = \frac{\text{Gross profit}}{\text{Net sales}} \times 100$$

$$\text{Operating Margin ratio} = \frac{3,230,000}{8,900,000} \times 100$$

Operating margin ratio = 36.29 approx. 36%

**Interpretation. For every shs 100 of net sales made by the business, there is shs 36 Gross profits.**

$$vi) \text{ Gross profit to Cost of sales} = \frac{\text{Gross profit}}{\text{Cost of sale}} \times 100$$

$$\text{Gross profit to Cost of sales} = \frac{3,230,000}{5,670,000} \times 100$$

**Gross profit to Cost of sales = 56.96% approx. 57%**

**Interpretation. For every shs 100 of cost of sales incurred by the business, there is shs 57 as Gross profits.**

vii) Working capital = Current assets – Current liabilities

Current assets	shs	Current liabilities	shs
Cash in hand	1,200,000	Accounts payable	250,000
Cash at Bank	4,800,000		
Closing inventory	380,000		
Accounts receivables	460,000		
Total	6,840,000	Total	250,000

Working capital = shs 6,840,000 – shs 250,000

**Working capital = shs 6,590,000**

$$viii) \text{ Rate of Inventory Turnover} = \frac{\text{cost of sales}}{\text{Average Stock}} (\text{times})$$

$$\text{But average stock} = \frac{\text{Opening Stock} + \text{Closing stock}}{2}$$

$$\text{Average stock} = \frac{\text{shs } 500,000 + \text{shs } 380,000}{2} = \text{shs } 440,000$$

$$\text{Rate of Inventory Turnover} = \frac{5,670,000}{440,000} = \mathbf{12.8 \text{ approx. } 13 \text{ times}}$$

**Interpretation: the business sale and replace its stock by 13 times during the trading period.**

$$ix) \text{ Acid test ratio} = \frac{\text{Current assets} - \text{closing stock}}{\text{current liabilities}} \text{ Or } = \frac{\text{Quick assets}}{\text{current liabilities}}$$

$$\text{Acid test ratio} = \frac{6,840,000 - 380,000}{250,000} \text{ Or } = \frac{6,460,000}{250,000}$$

**Acid test ratio = 25.84:1 approx. 26:1**

**Interpretation. The business can pay off its current liabilities by 26 times using the assets that can easily be converted in cash.**

x) Capital Employed = Fixed capital + working capital

But fixed capital = total fixed assets

Premises	shs 9,220,000
Equipment	shs 3,220,000
Furniture	shs 4,400,000
Motor vehicle	shs 10,000,000
<b>Total fixed assets</b>	<b>shs 26,840,000</b>

**Capital employed = shs 26,840,000 + shs 6,590,000**

**Capital employed = shs 33,430,000**

**Or**

**Capital employed = Total Assets – Current Liabilities**

But Total assets = Fixed assets + current assets

Total assets = shs 26,840,000 + shs 6,840,000 = shs 33,680,000

Capital employed = shs 33,680,000 – shs 250,000

**Capital employed = shs 33,430,000**

**Or**

**Capital employed = Capital + Net profits – Drawings + Long term Liabilities**

Capital	shs 30,180,000
Add. Net profits	shs 2,950,000
Less: Drawings	shs 300,000
Add: Long term Loan	shs 600,000
<b>Capital employed</b>	<b>shs 33,430,000</b>

xi) Debtors collection period =  $\frac{\text{Total debtors}}{\text{Net sales}} \times \text{number of days in a year.}$

Debtors collection period =  $\frac{460,000}{8,900,000} \times 366 \text{ days.}$

Debtors collection period = 18.9 days approx. 19 days

Interpretation. It takes approximately 19 days for the business to collect its money from debtors which is a sign of efficiency in the business.

xii) Net Gearing Ratio =  $\frac{\text{Total debt or Long term Liabilities}}{\text{Owners' Equity}} \times 100.$

But Owners Equity = Capital + Net profits – Drawings

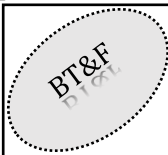
Capital	shs 30,180,000
Add. Net profits	shs 2,950,000
Less: Drawings	shs 300,000
Owner's equity	shs 32,830,000

Net Gearing Ratio =  $\frac{600,000}{32,830,000} \times 100$

Net Gearing Ratio = 1.8% approx. 2%

Interpretation. For every shs 100 of Owner's equity there is shs 2 of long term debt.

a) **CONTRACT BETWEEN "BLESSING TAILORING AND FASHIONS" AND "KYEYO SS"**



**BLESSING TAILORING AND FASHIONS**  
**P.O BOX 2233, TORORO**  
**TEL: 0431-66-77-88**  
**EMAIL. [Blessingtailing.77@gmail.com](mailto:Blessingtailing.77@gmail.com)**



**CONTRACT BETWEEN "BLESSING TAILORING AND FASHIONS" AND "KYEYO SS"**

- Products supplied shall be skirts, shirts, trouser and sweaters
- **Quality terms.** school uniform made of cotton in material shall be supplied
- **Lead time of supplies.** Uniforms shall be supplied to Kyeyo SS premises within 7 days from the time the school places its order.
- **Place of delivery.** Uniforms shall be delivered to school premises of Kyeyo SS free of charge.
- **Mode of payment.** Payments shall be made strictly by cash to be picked from school bursar immediately after delivery has been made.
- **Means of settling disagreements.** In case of any disagreement the parties shall use the dialogue to resolve it.
- **Duration terms.** The contract shall last for a period of three years and may be renewed after negotiations between the school and the supplier
- **Limitations of liability.** The buyer (KYEYO SS) shall not be responsible (liable) for the uniforms that get damaged while in transit and on the other hand the supplier shall not be liable for the losses met in the hands of the buyer.
- **Penalty for the breach of contract:** Any party that breaches in provision of this contract shall be ordered to pay a fine not more than 2 million at the discretion of the aggrieved party

Prepared by

witnessed by

Sign: *Sudha*  
Name: NABUKERA MARTHA  
Title: General Manager

Sign: .....  
Name: .....  
Title: .....

b) A REPORT TO THE SALES MANAGER BLESSING TAILORING AND FASHIONS.



**BLESSING TAILORING AND FASHIONS**  
**P.O BOX 2233, TORORO**  
**TEL: 0431-66-77-88**  
**EMAIL. [Blessingtailoring.77@gmail.com](mailto:Blessingtailoring.77@gmail.com)**



## REPORT

To : The Sales Manager  
From : The Senior Sales Analyst.  
Date : 28<sup>th</sup> / Sept /2023  
Subject : The causes of declining sales in Blessing Tailoring and fashions

### Terms of reference.

On instruction of the Sales manager, a survey was conducted and information gathered is presented as follows:

**Introduction.** On 26<sup>th</sup> of September 2023, the Sales Manager instructed the Senior Sales Analyst to carry out market Survey to investigate the causes of declining sales in Blessing Tailoring and Fashions.

**Procedure methods.** Questionnaires were distributed to customers in order to obtain market information.

**Procedure.** The sales analyst moved to the field and observed the way the sales persons and agents deal with the selling process. Also we had oral interviews with the middle men in the distribution channel and then customers.

**Findings.** The prices of our products are high compared to the competitors leading to low sales.

**Conclusion.** The causes of declining sales is as a results of inadequate product distribution, poor relationship between sales persons and customers and high prices for some products.

**Recommendations.** There is need for distributing products in all areas including rural areas, Recruitment of more sales persons, ethics and integrity should be organized for professional training and growth and improving customer care by sale persons and sales agents.

I am grateful for the opportunity to work on this assignment. I will be available to make further clarification.

### Prepared by

NAMBATYA DAPHINE.  
Senior Sales Analyst.  
Date. 28<sup>th</sup> / 09/ 2023

c) **THE DESIGN OF THE CUSTOMER SATISFACTION SURVEY TOOL SHOULD HAVE;**

- ✓ TITLE i.e Name and Address of the business customer satisfaction survey tool.
- ✓ Background information and purpose of the survey (i.e history of the business or purpose)
- ✓ Details of the respondent e.g name, gender, age, address and so on.

- ✓ Question on how the business was contacted e.g method used to contact customer care.
- ✓ Question on time taken to get response or to be attended to by the business.
- ✓ Question on availability of information to answer customers' problems / concerns / complaints e.g on the internet.
- ✓ Question on the ability of the business officials to adequately respond to the concerns of the customers. (I.e level of knowledge on customers' issues raised.
- ✓ Question on frequency or number of times of contacting customer service (the business) before getting a solution to the problem/concern raised.
- ✓ Question on overall level of satisfaction with customer service received.
- ✓ Question on the speed of solving concern/problem raised.
- ✓ Question on level of satisfaction with the product, services provided or offered.
- ✓ Question on the level of satisfaction with prices charged.
- ✓ Question on level of satisfaction with after sales services rendered by the business.
- ✓ Question on level of satisfaction with promotions by the business.
- ✓ Question on level of satisfaction with the distribution of the business products/ accessibility to the provider. (i.e place.)
- ✓ Question on the level of satisfaction with the positioning or ranking of the business products.
- ✓ Question on level of satisfaction with the various people used by the business to market its products.
- ✓ General comments/ remarks/recommendations.
- ✓ Appreciation /conclusion e.g thank you dear customer for taking your time to answer the questioned asked.

**d) Executive summary for Blessing Tailoring and fashions**



**BLESSING TAILORING AND FASHIONS**  
**P.O BOX 2233, TORORO**  
**TEL: 0431-66-77-88**  
**EMAIL. [Blessingtailing.77@gmail.com](mailto:Blessingtailing.77@gmail.com)**



**THE EXECUTIVE SUMMARY OF BLESSING TAILORING AND FASHIONS**

- ✓ **Back ground of the business.** It started 2 years back as a small business but is growing steadily. It is located in Kasubi trading center opposite shell Petro station and it is owned as a sole proprietorship business.
- ✓ **Objectives of the business.** It is aiming at maximizing profits at 50% of sales every 6 months of business operation.
- ✓ **Products it offers.** It offers school uniform materials in form of skirts, shirts sweaters etc
- ✓ **Overview of the market of the products.** The market of the business products is expanding steadily.
- ✓ **Competitive advantages.** The business makes high quality school uniforms which are cheaply charged compared to other business competitors.
- ✓ **Projected growth.** It is planning to open up other branches as a strategy to expand the market share.
- ✓ **Key members of the business.** They include Tracy Namutebi assisted by her sister.
- ✓ **Funding requirements of the business.** The following requirements needed to be financed.

<b>Fixed capital requirement</b>	<b>(shs)</b>
Land	3,000,000
Furniture	1,000,000
Startup expenses	

Market survey expenses 500,000  
Obtaining trading license 200,000

**Working capital requirements**

Administrative expenses 400,000  
Raw material costs 3,000,000  
Total 9,100,000




Prepared by

Signature 

Name: GOLOOBA JUUKO .Q

Title: GENERAL MANAGER

e) **Statement of account**

		<b>BLESSING TAILORING AND FASHIONS</b> <b>P.O BOX 2233, TORORO</b> <b>TEL: 0431-66-77-88</b> <b>EMAIL. <a href="mailto:Blessingtailing.77@gmail.com">Blessingtailing.77@gmail.com</a></b>			
<b>STATEMENT OF ACCOUNT</b>				<b>Date: 01/07/2023</b>	
STATEMENT ACCOUNT No: <b>001</b> To: KYEYO SS Period: 1 month					
Date	Details	Debit (Shs)	Credit (Shs)	Balance (Shs)	
1 <sup>st</sup> /07/2023	Invoice no 001	300,000		300,000	
5 <sup>th</sup> /07/2023	Invoice no 003	50,000		350,000	
8 <sup>th</sup> /07/2023	Receipt no 002		100,000	230,000	
Amount now Due. 2,500,000 Duration for the payment: Strictly 2 weeks <div style="display: flex; justify-content: space-between;"> <div> <b>Prepared by</b>    <b>LUKYAMUZI KENNETH</b>  <b>Chief Manager</b> </div> <div> <b>received by</b>  <b>Signature .....</b>  <b>NAME .....</b>  <b>Title .....</b> </div> </div> <div style="text-align: center; margin-top: 10px;"> <b>Thank you for your business</b> </div>					



**a) ROOT CAUSE ANALYSIS**

BUDDO MEDICAL CENTRE  
P.O.BOX 791, WAKISO  
Tel: 0704911227  
Providers of all health services

**ROOT CAUSE ANALYSIS**

**State of the problem:** Cause of malaria

**This is caused by:** Mosquitoes

**This is caused by:** Failure to sleep under mosquito nets

**This is caused by:** Poverty which makes it impossible to buy mosquito nets

**Root cause:** Poverty among individuals

Prepared by

Sign: .....

Name: .....

Title: .....



Approved by

Sign: .....

Name: .....

Title: .....

**b) DAILY EXPENDITURE**

<div style="display: flex; justify-content: space-between; align-items: center;">  <div style="text-align: center;"> <p>BUDDO MEDICAL CENTRE P.O.BOX 291, WAKISO Tel: 0704911227 Providers of all wealth services</p> </div>  </div> <p><b>DAILY EXPENDITURE BUDGET</b></p>		
Details	Unit amount shs	Total amount shs
Raw material	100,000	
Transport	200,000	
Salaries and wages	3,000,000	
Electricity	800,000	
Water bill	200,000	
Market research	200,000	
Advertising	100,000	
<b>Total</b>		<b>4,600,000</b>

Prepared by

Sign: .....

Name: .....

Title: .....



Approved by

Sign: .....



Name: .....

Title: .....

**c) WORK ORDER FORM FOR BUSINESS USE**

	<b>BUDDO MEDICAL CENTRE</b> P.O.BOX 291, WAKISO Tel: 0704911227 Providers of all Health services							
<b>Work Order No. 222</b>								
<b>Date: .....</b>								
<b>WORK ORDER FORM</b>								
Day / date	Customer name	Description of work	Employee Name	Job cost	start time	end time	Supervisor	Remarks
Prepared by Sign..... Name..... Title.....					Approved by Sign..... Name..... Title.....			

**d) PROGRAM TO BE FOLLOWED WHEN CONDUCTING EFFECTIVE NEGOTIATION WITH SUPPLIER OF PACKAGING MATERIALS.**

	<b>BUDDO MEDICAL CENTRE</b> P.O.BOX 291, WAKISO Tel: 0704911227 <b>Providers of all Health services</b>		
<b>PROGRAM TO BE FOLLOWED WHEN CONDUCTING EFFECTIVE NEGOTIATION WITH SUPPLIERS</b>			
DATE	ACTIVITY	PERSONS IN CHARGE	REMARKS
09/10/23	Determining the subject and objectives of negotiations	OPIO EMMA	
10/10/23	Planning for negotiation in order to achieve desired outcomes	OPIO EMMA	
11/10/23	Creating negotiation strategies	OPIO EMMA	
11/10/23	Carrying out actual negotiations	OPIO EMMA	
11/10/23	restating the Objectives		
Prepared by Sign..... Name..... Title.....		Approved by Sign..... Name..... Title.....	

**e) Social needs addressed by the projects**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>✓ Poverty</li> <li>✓ Ignorance / illiteracy / uneducated</li> <li>✓ Diseases / poor health</li> <li>✓ Poor sanitation / poor hygiene</li> </ul> | <ul style="list-style-type: none"> <li>✓ Unemployment</li> <li>✓ Corruption</li> <li>✓ Violence / unsafe and insecure environment</li> </ul> |
|--|--|


- ✓ Food security / hunger / famine
- ✓ Deforestation
- ✓ Encroachment on wildlife / poaching
- ✓ Drought / scarcity of water.
- ✓ Poor waste disposal
- ✓ Destruction of cultural norms
- ✓ Soil erosion / soil exhaustion
- ✓ Displacement of people
- ✓ Poor transport and communication network
- ✓ Pollution
- ✓ Destruction of swamps / wetlands
- ✓ Discrimination
- ✓ Global warming / loss of ozone layer

### Question 8

a) CREDIT STATUS INQUIRY FOR SUIDAIS WASHING BAY.

SWB

**SUDAISI WASHING BAY**  
**P.O BOX 2233, KAMPALA**  
**TEL: 0431-66-77-88**  
**Your car deserves the best.**  
**EMAIL. [Sudaisiwashingbay& night parking.77@gmail.com](mailto:Sudaisiwashingbay&nightparking.77@gmail.com)**



**Our Ref: 01/MMR/CB/11/07/23**

THE MANAGER  
 STANIBIC BANK  
 MAKERERE BRANCH  
 P.O BOX 334, KAMPALA

Date: 11/07/23

Dear Sir,


**RE: CREDIT STATUS INQUIRY**

We have been approached by Ms. Nabukalu Deborah of Namirembe formation center requesting to offer her our washing services on credit to her firm to the tune of shs 2,000,000.

She has given your bank as a reference. We request you at your earliest convenience to feed us information concerning the same.

Information will be kept in a confidential way and will not be revealed to her. A self-addressed envelope had been enclosed for use. Hoping for your positive consideration.

**Yours faithful**



NANSUBUGA SHARON  
 MANAGING DIRECTOR

**b) Appointment letter for a job offer in Sudaisi washing Bay**

SWB

**SUDAISI WASHING BAY**  
**P.o Box 2233, KAMPALA**  
**TEL: +431-66-77-88**  
Your car deserves the best



Date: 7<sup>th</sup> /10/2023

Our Ref: .....  
Your Ref: .....

LUKWAGO DENIS  
P.O BOX 21  
TEL: 0784-11-11-11  
KAMPALA, UGANDA

Dear Sir,  
RE: **APPOINTMENT LETTER FOR A JOB OFFER.**

With reference to the interviews that were conducted on Tuesday 20<sup>th</sup> /09/ 2023. I am grateful to inform you that you have successfully been appointed as the Security Officer. This is a contractual offer for a period of 4 years which is subjected to renewal.

You are requested to start working on the 10<sup>st</sup> of Oct 2023 from 7:00 am.

**Terms and conditions**

- You are to work from Monday to Sunday.
- You will be offered a three - days leave every month.

**Remuneration**

Your net pay is shs 400,000, your gross pay is 300,000, and allowance amount to shs 50,000 and total deduction amount to shs 50,000 including PAYE and NSSF.  
You are to present a weekly report to the General Manager as your overall accounting officer  
You are therefore requested to write a reply letter of acceptance for the offer in 4 days from the receipt of this letter.

Once again you are welcome to this organisation



Yours in service

A handwritten signature in cursive script.



APOWOT GLADY MABLE  
Managing Director

cc. HRM  
cc. BOD

### c) CALLERS BOOK

	<b>SUDAISI WASHING BAY AND NIGHT PARKING</b> <b>P.O BOX 2233, KAMPALA</b> <b>TEL: 0431-66-77-88</b>						
<b>EMAIL. <a href="mailto:Sudaisiwashingbay&amp;nightparking.77@gmail.com">Sudaisiwashingbay&amp; night parking.77@gmail.com</a></b>							
<b>CALLER'S BOOK</b>							
<b>Serial No. 004</b>							
Date	Visitor's name	Address	Tel. No	Reason	Arrival time	Departure time	sign
<b>Signed by .....</b> <b>Receptionist</b>							

### d) share certificate

	<b>SUDAISI WASHING BAY</b> <b>P.O BOX 2233, KAMPALA</b> <b>TEL: 0431-66-77-88</b>	
<b>EMAIL. <a href="mailto:Sudaisiwashingbay&amp;nightparking.77@gmail.com">Sudaisiwashingbay&amp; night parking.77@gmail.com</a></b>		
No: 030	<b>SHARE CERTIFICATE</b>	DATE.....
This is to certify that;		
Name .....		
Address .....		
Is a registered holder of ..... (No. of shares) ordinary shares of .....shillings each, fully paid in the above named company, subject to the memorandum and articles of association thereof		
DATE .....		
TRANSFER No. ....		
No OF SHARES .....		
For and on behalf Of SUDAISI WASHING BAY		
.....	.....	
Chairman	Company seal	

e) GUIDELINE TO PROMOTE SECURITY

**SUDAISI WASHING BAY**

**P.O BOX 2233, KAMPALA**

**TEL: 0431-66-77-88**

**EMAIL. [Sudaisiwashingbay&nightparking.77@gmail.com](mailto:Sudaisiwashingbay&nightparking.77@gmail.com)**

**Guidelines to be followed to promote security**

- All workers shall wear business uniforms at all times while at work place
- All visitors and staff shall register at entrance while entering and leaving the premises
- Unauthorized Persons shall not be allowed in the business premises at all times.
- CCTV cameras shall be installed in strategic places in order to monitor and supervise employees' movements at work at all times
- Training workshops to sensitize workers about security alertness shall be conducted every end of the month
- The security committee shall be instituted to ensure adequate security and supervision of security at business premises at all times
- A strong perimeter fence shall be constructed to avoid intruders accessing business premises
- Security lights shall be installed at all corners of the business premises
- Armed security guards shall be deployed to ensure security at all times
- Every entry of business premises shall be closed by 9:00 pm and opened by 7:00 am every day.
- There shall be thoroughly checking of all vehicles and luggage entering and leaving the business premises.
- All employees shall be issued with Identity card to minimize cases of insecurity that may result from impersonation.

**PAPER 3**

**Question 1 (CASE STUDY)**

**SECTION A**

**a) i) Types of records that should be kept.**

- ✓ Financial /accounting records e.g invoices, cash books, bank statements, financial statements (income statement and balance sheet), journals, ledgers etc
- ✓ Administrative records e.g contracts, tenancy agreements, insurance policies, statutory record etc.
- ✓ Personnel records/ human resource management records e.g application form, staff records, rules and regulations etc
- ✓ Production records e.g input-output records.
- ✓ Research records e.g market research reports, questionnaires, interview guide etc
- ✓ Reprographic records i.e. records for already used items kept for further use e.g carbon copies etc.

**ii) Reasons why financial record keeping is important for dairy farm.**

- ✓ To act as a tool for controlling movement of business assets like cash and business assets.
- ✓ Helps to compare the herd performances in different years thus decision making / planning.
- ✓ To provide information on credit transactions, these can be handled and clearly in time if they are well recorded.
- ✓ To guide her on tax assessment, as taxes to be charged will depend on the performance of the business (profitability) this helps to minimize over or under taxation.

- ✓ To help when applying for loans from financial institutions, as they will insist on looking at the records to verify the performance of the business ie the balance sheet and income statement of the business.
- ✓ Provide up to date information for decision making at different level and aspects of the farm.
- ✓ Dairy farm records provide the basis for tracking & evaluating performance.
- ✓ For the purpose of future reference whenever information is required.
- ✓ To determine the financial position of the business using balance sheet, so as to make decisions on whether to join or invest in the business.
- ✓ To calculate profits or losses for the business using income statement.

**b) Measures can be undertake to ensure stability of his workers at the farm**

- ✓ Ensuring adequate payment to employees
- ✓ Ensuring timely payment to employees
- ✓ Providing fringe benefits such as housing
- ✓ Training workers / on job training
- ✓ Handling employees grievances
- ✓ Rewarding workers for good work done
- ✓ Involving employees in decision making
- ✓ Promoting workers on merit
- ✓ Organising staff parties / get together
- ✓ Ensuring a good security e.g by providing appointment letter
- ✓ Providing good working environment
- ✓ Encouraging open communication
- ✓ Sharing and showing concerns to worker's problems
- ✓ Conducting objective performance appraisal
- ✓ Showing transparency in management especially on funds
- ✓ Encouraging team work
- ✓ Ensuring maintenance and management of discipline
- ✓ Ensuring effective monitoring and supervision
- ✓ Ensuring specialisation and division of labour.

**c) Strategies to ensure that customers are satisfied**

- ✓ Communicating regularly with customers like by communicating to them major changes in the business availability of new products etc.
- ✓ Writing newsletters like writing reports giving news about the farm products.
- ✓ Using referrals ie promoting products or services to new customers through referrals, usually word of mouth.
- ✓ Using effective negotiation with customers such that they don't feel cheated by the business
- ✓ Advertising persuasively through the media like radio, television etc. advertisement to influence the customers to buy and continue buying from the business.
- ✓ Networking like sharing information and services among individuals and groups having a common interest.
- ✓ Favourable pricing strategies like charging prices slightly below the market rate ie 1,500 per litre of milk, for the farm to retain enough profits.
- ✓ Offering credit to the loyal, trusted, and credit worthy customers to create confidence in them so as to continue buying from the business.
- ✓ Cold calling ie sending of anonymous messages to customers, but can also do person visits, such as with door-to-door sales-people.
- ✓ Offering discounts to customers e.g cash and trade discounts to encourage prompt payments and bulk purchases like 5% and 2% respectively.
- ✓ Carrying out market research to identify market gaps to be filled by DON Atu
- ✓ Ensuring display of the product for example milk tanks and containers outside the business.

- ✓ Improving the quality of the milk by using high quality machinery and skilled labour.
- ✓ Giving free information about the business products like where to find the business, prices of the products on product prices and quality.
- ✓ Ensuring added convenience to the customers like opening the business premises early in the morning and closing a bit late than the rival firms.
- ✓ Providing appropriate after sale services like offering delivery service, proper packaging of products etc.
- ✓ Rewarding loyal and regular customers by giving them gifts, inviting them to get together parties etc.
- ✓ Opening up more branches in the nearby areas to increase on the market base.

d) **Other possible business opportunities Kirabo can undertake to effectively utilize the 150 acres of land include the following.**

- ✓ Milk processing plant to process which is used to process raw milk into an array of products including butter, cheese, cream, ghee, dried milk among others.
- ✓ Veterinary drug shop. Since the market is already available at the farm as well as testing which is also possible at the farm.
- ✓ Commercial crop farming e.g. bananas and Maize due to existence of farm manure which are used as fertilizers.
- ✓ Establishing animal feeds processing factory like poultry feed plant which is used in production of various poultry pallets such as chicken, duck, goose etc also suit for livestock feed.
- ✓ Biogas production plant/ organic manure for sale due to availability of animal wastes and cow dung.
- ✓ Commercial brick making on some part of the idle land
- ✓ Establishing training institution for farmers like training animal husbandry skills since the Dairy farm can act as demonstration farm.
- ✓ Establishing meat processing plant / butchery. Processing meat involves slaughtering animals, cutting the meat, inspecting it to ensure it is safe for consumption, packaging it, processing it into other products such as sausage or lunch meats, delivering it to stores, and selling it to customers.

**NB. There should be some input-output relationship of the dairy farm**

e) Net profit = Gross Profit – Operating Expenses

Details	shs	shs
sales (1,200 X 1,500)	1,800,000	
Less <b>cost of sales</b>	1,200,000	
Gross profit		600,000
Add other income		
Income from manure		650,000
Gross Income		1,250,000

Operating expenses include

Details	shs
salary to herdsman (3 X 100,000)	300,000
veterinary Doctor	200,000
security	250,000
Total operating expenses	750,000

$$\begin{aligned}
 \text{i) Net profit} &= \text{Gross income} - \text{Total operating expenses} \\
 &= \text{shs } 1,250,000 - \text{shs } 750,000 \\
 \text{Net profit} &= \text{shs } 500,000
 \end{aligned}$$



$$\text{ii) Gross profit margin} = \frac{\text{Gross profit}}{\text{Net Sales}} \times 100$$

$$\text{Gross Profit margin} = \frac{600,000}{1,800,000} \times 100 = 33.3\%$$

## **SECTION B**

### **Question 2**

#### **a) Description of the business project**

- Name and address of the business
- business location
- product offered
- purpose of the business i.e. objectives and goals, mission and vision
- Nature of the business
- Source of funds
- Target customers
- Date of business establishment
- Description of business premises and assets.
- SWOT analysis
- Uniqueness of the business etc.

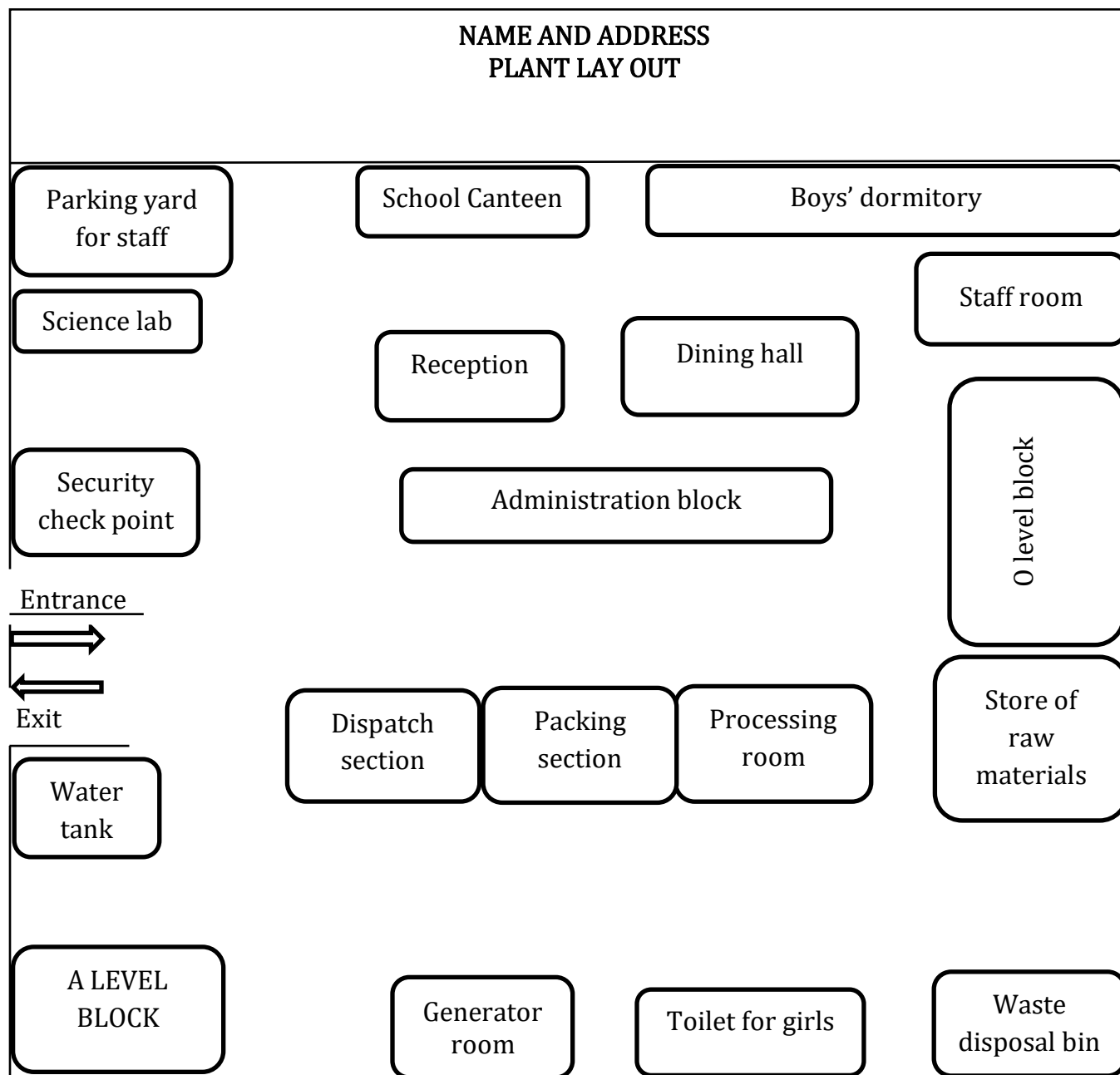
#### **b) Factors that influenced the business risk**

- The personal abilities and experiences. E.g. most of the club members had an experience of more than 2 years in production of.....
- Pricing strategies. Affordable prices of shs..... per kg / litter /packet was charged and this minimized its risk of competition.
- Degree of honesty among employees. Most of the club employees like the cashier were honest. This minimized theft.
- Viability of the idea. Production of ..... was profitable enough. This minimized the risk of loss of profits
- Flexibility of the business idea
- Cash flow. Cash inflows were far greater than cash outflows of shs 200,000 per week
- Availability of market. This was mainly raised by students, teachers and supporting staff.

#### **c) Ways in which service innovation was practiced.**

- Using Automatic Teller Machines (ATM) when depositing and withdrawing funds.
- Using mobile banking
- Accepting convenient means of payment e.g mobile money.
- Carrying out online marketing. E.g. social network platforms like Facebook.
- Receiving customers' orders via online e.g. offering excellent customer care over online.
- Offering training to employees. This was conducted weekly
- Accepting payments in installments
- Offering credit facilities. E.g. students could pick products on credit and cleared payments on visitation days.
- Offering parking services to customers.

d) PLANT LAY OUT



e) **opportunities that favored the successful operation of the project**

- Presence of adequate market. E.g. from teachers, students etc.
- Presence of enough funds. This was raised through students membership, subscriptions fees etc.
- Presence of adequate support from the school administration. This was done through permitting the project to legally operate in school.
- Presence of adequate security from the school
- Presence o-f adequate space guards that supported project activities to take place.
- Presence of required inputs and raw materials.
- Acceptability by the community members.
- Presence of well-developed infrastructures.
- Presence of required utilities e.g. water, electricity etc.
- Presence of skilled labour.

**a) MISSION STATEMENT OF BUSINESS PROJECT**

Business name and address

**MISSION STATEMENT**

"To improve on the diet of the students through providing high quality ..... at a price which is affordable"

**Vision statements**

"To become the leading manufacturers of the high quality..... in the whole school community."

**b) The following are the non-product value sales promotion techniques practiced by the project.**

- \* Offering good customer care.
- \* Offering parking facilities.
- \* Handling customer's complaints politely.
- \* Operating from a clean environment.
- \* Exhibiting product knowledge.
- \* Appreciating customers for visiting business premises
- \* Being patient and giving time to customers.
- \* Apologizing to customers.
- \* Welcoming customers after visiting business premises.

**c) Examples of books of accounts kept by the project**

- Cash book i.e. Recorded cash receipts and payment
- Sales day book. Recorded goods sold on credit
- Purchases day book. Recorded good purchased on credit
- Petty cash book. Recorded petty cash expenses
- Sales return book. Recorded customer returns
- Return outward book. Recorded returns made to suppliers
- Journal proper/general journal. Used for general recording such as credit of fixed assets on credits

**d) Negotiation tactics practiced by the projects when presenting products to customers**

- Ensuring proper communication when communicating to customers.
- Offering rewards to customers e.g. gifts and prizes like umbrellas, T-shirts etc. were given.
- Holding special events that supported customer interactions e.g. trading shows and exhibition events.
- Offering improved service delivery to customers e.g. door to door delivery
- Launching multicultural programs using local languages e.g. Tugabane.
- Caring out personal visitation to customer e.g. visiting them in their classes.
- Extended co-operate social responsibility to customers e.g. cleaning.
- Offering good customer care.

**e) Ways through which the project handled the accounts receivables**

- By setting up short credit periods for all the business debtors.

- By issuing out invoices to acknowledge credit sales made to them.
- Sending reminder notices to debtors.
- Offering cash discount to business debtors.
- Asking for collateral securities from customers.
- Taking legal steps in case of defaulters.
- Documenting all credit sales.
- Sending reminders to debtors such as debtor's reminder notices.
- Taking insurance policies e.g bad debts insurance policy.
- Accepting any other mode of payments e.g mobile money, cheques etc
- Fixing maximum amount to be given out on credit.
- Contracting an independent legal organization/company to manage the debts.
- Rescheduling of date of payment.

#### **Question 4**

##### **a) business profile of the business project**

- Name of the business.
- Products offered.
- Business background i.e. when it started.
- Legal form of business ownership
- Purpose of the business i.e. Mission and vision statement

##### **b) Ways through which business customers expressed their satisfaction**

- By improving the quality of goods purchased.
- Increasing customer referrals.
- Being ready to pay for high prices.
- Making positive complements towards the product e.g. it is tasty.
- Reduction in complaints.
- Increased repeated purchases.
- Putting on good facial expression when being served e.g. smiling.
- Making positive feedback about the product.

##### **c) Ways through which time was wasted**

- Talking with people about personal matters unconnected with work most business club members.
- Having unnecessary or extra-long group meetings e.g. for more than 3 hours.
- Allowing too many interruptions at work like gossiping most especially on weekends.
- Being disorganized by having no specific goals and targets most especially during the production period.
- Engaging in little or no delegation since most of the work was done by the club president and his vice.
- Being indecisive ie failure to make decisions this was due to many members in the club since every member had a different point of view.
- Being late or absent for work or leaving early.
- Role conflicts.
- Using a lot of paper work etc

##### **d) Examples of business inventory**

- Raw materials

- Goods in progress
- Finished goods
- Stationery
- Office equipment

**e) The following are ways through cash deficit was managed in the business project.**

- Increasing cash sales of the business.
- Borrowing money /cash from various sources/lenders
- Selling off old unwanted fixed assets of the business.
- Decreasing or reducing credit sales.
- Admitting into the business new partners in case the business is a partnership.
- Selling more share to the public or to new shareholder in case the business is a company.
- Increasing the prices of some business products and selling them on cash basis.
- Delaying payments of some planned business expenditures.
- Practicing proper budgeting control/ensuring strict monitoring and controlling of all cash movements to minimize unnecessary cash outflows.
- Reducing or cutting down those business expenditures that do not have negative effects on the operations of the business.
- Purchasing goods, raw materials and other supplies from cheaper sources and in bulk so as to benefit from trade discounts.
- Hiring out idle fixed assets like machines on cash basis.
- Receiving of advance cash payments from large scale customers for goods or services to be offered to them.
- Making payments using postdated cheques.
- Avoiding or minimizing cash drawings.

**f) Ways through which business inventories were managed**

- Ensuring continuous supply of inventories e.g. raw material to avoid production interruption
- Issuing out stock cards to monitor and control stock in the store
- Insuring stock requisition forms before inventory is released out of store
- Carrying out regular stock reconciliation every end of the month
- Setting lead time
- Establishing re-order levels
- Carrying out stock counting
- Carrying out stock evaluation
- Ensuring tight security through use of cameras and security guards to avoid petty theft of stock
- Providing appropriate storage facilities for storage of inventories e.g. refrigerators
- Employing skilled store keeper to ensure proper recording of stock
- Carrying out regular training about inventory management e.g. weekly workshops were conducted
- Discouraging tying a lot of working capital in the stock
- Labelling business inventories to minimize cases of theft

## SECTION C

### Question 5

#### **a) general description**

- ✓ This consists of a summary statement of the business that aims at explaining the following;
- ✓ Name and address of the business
- ✓ Physical location of the business
- ✓ Legal form or nature of the business
- ✓ Background of the business
- ✓ Goods offered by the business
- ✓ Customers of the business
- ✓ Description of the business assets
- ✓ The SWOT analysis
- ✓ Vision statement of the business
- ✓ Mission statement
- ✓ Goals of the business
- ✓ Objectives of the business

#### **b) methods used when conducting data during field attachment**

- Observation
- Questionnaire
- Interviewing
- Brainstorming
- Experimenting
- Internet surfing
- Sampling
- Personal contacts
- Telephone surveys

#### **c) Effects of the business you were attached to on the surrounding** **Positive effects**

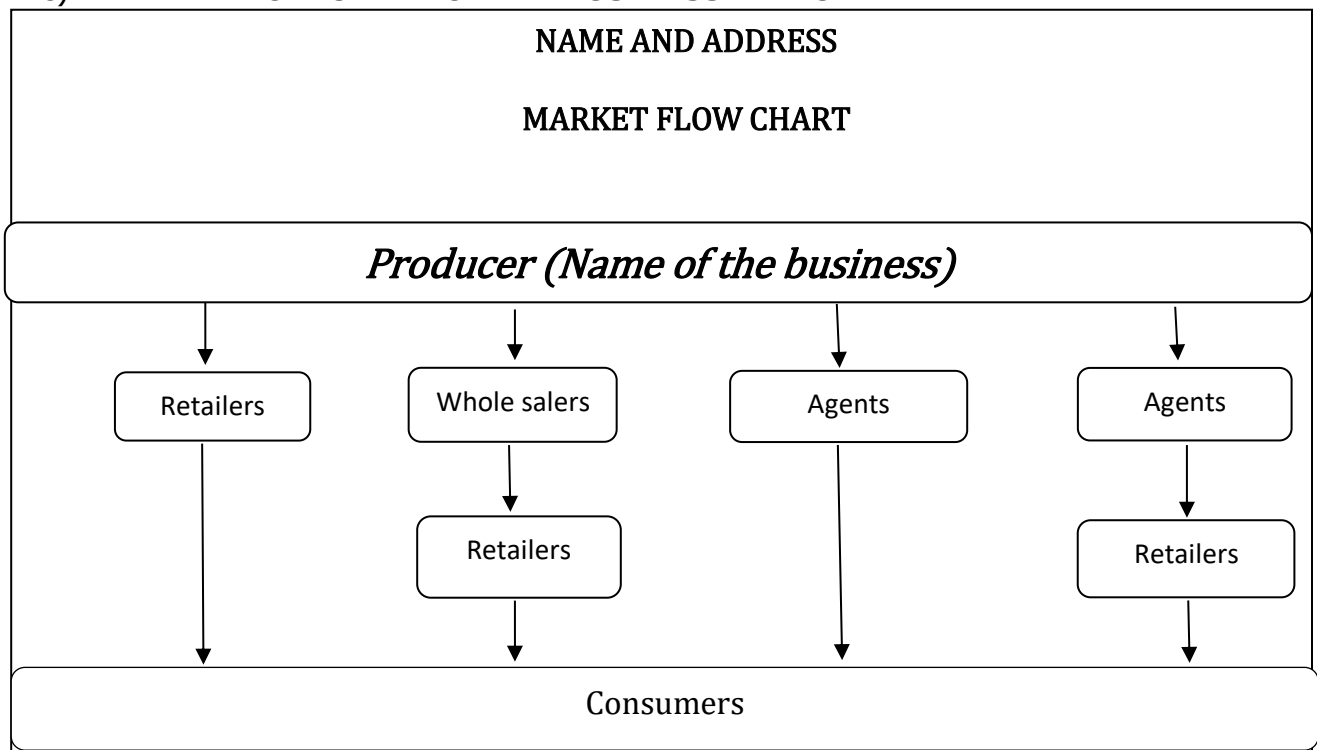
- ✓ Provides employment opportunities
- ✓ Source of government revenue through taxation
- ✓ Provides market for the community products
- ✓ Provides goods and services to the community
- ✓ Acts as a source of Information for research
- ✓ Helps in recycling of waste products hence cleaning the environment
- ✓ Helps to improve on security of the community by employing security guards for their businesses
- ✓ Leads to development of infrastructure like roads
- ✓ Encourages development of new technologies which uses less natural resources
- ✓ Sponsors community activities for example supply of water to communities
- ✓ Conserving the environment for example planting trees etc
- ✓ Acts as a center for developing local man power for example internship
- ✓ Provides social services for example health, education etc
- ✓ Contributes to community development programmes like cleaning wells, helping orphans etc

**Negative effects:**

- ✓ Leads to pollution of air, water and noise
- ✓ Leads to deforestation with its negative effects like change in climatic conditions
- ✓ Leads to depletion of resource especially non-renewable resources
- ✓ Leads to land degradation
- ✓ Leads to displacement of people
- ✓ Leads to moral decay
- ✓ Leads to global warming because of gases from industries
- ✓ Leads to accidents
- ✓ Leads to poor health in society due to gases that result into diseases like lung cancer

**d) unethical behaviours observed at the business attached**

- Being impatient
- Being cheerless when serving customers
- Failure to timely meet customer obligation
- Providing insufficient information about the product
- Using inappropriate distribution channel when distributing products to customers
- Sale of poor quality goods to customers
- Inadequate and delayed payments to employees
- Being rude when communicating to business employees
- being dishonesty e.g sale of expired goods.
- being impolite to customers.
- Denying employment opportunities from the members of the community
- Dodging tax payment for the government
- Conducting business activities that degrade the environment etc.

**e) MARKET FLOW CHART OF THE BUSINESS ATTACHED**

#### Question 6

##### **a) Name and address of the business visited**

- ✓ **Vision:** "To be (become) the leading provider of ..... in (specify the area/town/place)"
- ✓ **Mission statement.** To offer high quality and good tasting ..... at a competitive price to meet the demand of the middle- to higher-income local market area residents and travelers in (specify the area/town/place)"

##### **b) Elements of marketing mix used by the business visited.**

- ✓ Product. Eg bread, cakes, cookies, etc.
- ✓ Place. Products are distributed using retail distribution where they are taken to retailers and use of delivery distribution trucks.
- ✓ Price. Eg each small sized bread is sold at shs 1800/=.
- ✓ Promotion. This is done on T.V media and trade fairs at Lugogo.
- ✓ Positioning. The bakery is near main road of Kampala-Masaka high way, which is making it accessible to customers.
- ✓ Packaging. Bakery products are wrapped in attractive polythene bags with glittering red colours.
- ✓ People

##### **c) Measures the business attached to use to promote discipline of its employee**

- ✓ Setting and implementing rules and regulations on discipline
- ✓ Respecting employees/promoting good relationship with employees.
- ✓ Objective handling of cases of indiscipline.
- ✓ Conducting regular performance appraisals
- ✓ Rewarding disciplined employees.
- ✓ Promoting transport management/ promote employees on merit.
- ✓ Encouraging teamwork.
- ✓ Ensuring effective /open communication
- ✓ Ensuring prompt and fair remuneration/ payments/ provision of fringe benefits/allowances.
- ✓ Training/sensitizing and creating awareness about discipline/ conducting regular meetings.
- ✓ Guiding and counseling employee where necessary.
- ✓ Ensuring fair distribution of work/ tasks/ duties/ responsibilities.
- ✓ Punishing the indisciplined employees.
- ✓ Ensuring close monitoring and supervision of employees.
- ✓ Ensuring job security
- ✓ Ensuring favourable working environment
- ✓ Self-discipline of the employer/exemplary leadership.

##### **d) Ways to minimize labour turnover.**

- ensuring that workers are paid highly
- improving on the working conditions of the workers
- involving workers in decision making
- Ensuring effective communication.



## Question 7

### **a) Objectives of the field trip**

- To visualize what takes place in the business enterprise
- To relate theory work to practical
- To introduce ourselves to the business world
- To introduce our selves to the field research
- For skill acquisition such as production skills

### **b) Causes of accidents of the business visited**

- ✓ Being reckless and careless when operating machines
- ✓ Intoxication of alcohol and drugs by employees
- ✓ Smoking. This causes fire accidents
- ✓ Poor wiring and connection of electric wires
- ✓ Using poor construction materials that can easily catch fire e.g. Inflammable paint
- ✓ Lack of protective gears and gloves
- ✓ Presence of slippery surfaces
- ✓ Breakdown of machinery and equipment
- ✓ Using tools and equipment which have sharp uncovered edges
- ✓ Poor storage of hazardous substances like chemicals
- ✓ Inadequate training

### **c) Ways to minimize accidents at the business visited**

- Offering regular training about accident management
- Substituting hazardous substances with less hazardous ones
- Insuring proper storage of dangerous chemicals
- Covering sharp edges of machines, tools and equipment
- Using good construction materials that cannot easily catch fire e.g. Metals to replace wood, iron sheets to replace spear grass, non-flammable paint etc.
- Ensuring proper wiring and connection of electric wire
- Providing protective gears e.g. gumboots, gloves, masks, helmets etc.
- Designing a good plant layout with clear entry and exit
- Installing first aid boxes to provide immediate treatment in case of any accident
- Ensuring proper disposal of hazardous substances such as sharp objects
- Ensuring proper cleaning of working surfaces like mopping after production to avoid slippery services
- Designing precautions to employees about accident management
- Labelling all hazardous to create awareness e.g. don't touch with bear fingers, put on your masks etc.

### **d) Taxes paid by the business visited to local authority**

- Property tax in cities and towns
- Sign post fees and Bill boards.
- Market dues.
- Street parking fees.
- Plan fees.
- Permit fees.
- Land fees.
- Trading license fee.

- Local service Tax.
- Local hotel tax.

e) **Ways to maximize profits**

- Offering variety of products
- Offering high quality products
- Production of goods in large quantities
- Using appropriate distribution channel e.g. door to door delivery
- Charging profitable prices
- Ensuring good customer care
- Opening up different branches.
- Insuring the business against different risks like loss of profits etc.
- Opening the business for long hours through opening early and closing late

f) **Describe at-least five administrative expenses of the club**

- ✓ Audit fees expenses (legal accountancy charges)
- ✓ Postage expenses
- ✓ Stationery expenses
- ✓ Communication / airtime expenses
- ✓ Heating and lighting
- ✓ Administrative salaries and allowances
- ✓ Depreciation of furniture

END

**THE STRUGGLE CONTINUES**

**THANK YOU FOR CHOOSING BUDDO SS**