

## **EXCEL IN A LEVEL ENTREPRENEURSHIP EDUCATION 2024**

The subject consists of 3 papers, P230/1, P230/2 and P230/3 which are all related and trying to bring out the true skills of entrepreneurship.

### **P230/1**

This covers the **theoretical approach** to entrepreneurship, consisting of all theoretical topics based on the current A – level syllabus of National Curriculum Development Centre (NCDC).

### **P230/2**

This paper covers **application skills**. These are subdivided into project management skills and financial management skills.

### **P230/3**

This paper tests **practical skills** gained by students from classroom, the school business clubs and field trips and field attachments.

## **COURSE OUTLINE:**

- 1. INTRODUCTION TO ENTREPRENEURSHIP EDUCATION**
- 2. ENTREPRENEURSHIP SKILLS**
- 3. ENTREPRENEURIAL ENVIRONMENT**
- 4. SOCIAL ENTREPRENEURSHIP**
- 5. BUSINESS IDEAS**
- 6. BUSINESS OPPORTUNITIES**
- 7. SMALL AND MEDIUM ENTERPRISES.**
- 8. GENDER AND ENTREPRENEURSHIP.**
- 9. BUSINESS PLANNING.**
- 10. PRODUCTION MANAGEMENT.**
- 11. MARKETING MANAGEMENT AND SALES PROMOTION.**
- 12. HUMAN RESOURCE MANAGEMENT.**
- 13. FINANCIAL MANAGEMENT**
- 14. TAXATION CONCEPTS AND COMPUTATIONS**
- 15. BUSINESS COMPETITION**
- 16. CAPITAL MARKETS IN UGANDA.**

## **PAPER 230/1 EXAMINATION SETTING:**

It consists of 2 sections **A** and **B**.

### **SECTION A**

- It consists of 5 questions each carrying 4 marks.
- It ranges from 1 a) - e)
- It is set in a range of topics covering all the theory topics as mentioned before.
- It also consists of at times some simple calculations derived financial management.
- Answers to this section should be brief and precise.
- It carries 20 marks and it's compulsory.

### **SECTION B**

- This section constitutes 6 questions and a student is meant to attempt 4 questions. Explanations are very vital in this particular section.
- It carries 80 marks.

### **EXAMINATION TIPS FOR PASSING PAPER 1**

1. A candidate should have knowledge about all the theory topics and ability to apply it where required. Spellings and technical terms must be observed since any variation may bring out a different meaning.
2. A candidate should be confident and ready to answer any question that comes his/her way. In other words, candidates should avoid spotting when preparing for examinations.
3. Answers to section A should be brief, precise and direct to the point.
4. Candidates should write proper essays with paragraphs instead of numbering or outlining points.  
NB; they should avoid paraphrasing in their essay.
5. Question selection in section B should be done with a lot of consciousness and sound mind. A candidate is expected to choose the best questions of his/her choice depending on the level of mastery of the subject matter. Choose a question where you can easily maximize marks.
6. Candidates should give as many points as possible without limiting themselves in order to maximize results.
7. Points in paper one should be well explained in order to create impression towards the person marking your script.
8. Distinguishing words such as while, whereas, but, yet to mention but a few should be used on questions requiring distinctions and differences.

9. The line or direction of answering where necessary both in **section A** and **B** is a must to all candidates. Failure to observe this rewards you a penalty and makes your essay irrelevant.

**Below are some of the directions of answering that candidates are expected to observe in paper 1.**

<b>NATURE OF QUESTION</b>	<b>DIRECTION OF ANSWERING</b>
Definition/Meaning	<ul style="list-style-type: none"> <li>• Clear definition of the concept observing all the technical terms and correct spellings.</li> </ul>
Distinguish/Differentiate	<ul style="list-style-type: none"> <li>• Requires the definitions of the concepts in question</li> <li>• Conjunction: while, whereas, yet, and but.</li> </ul>
Differences between	<ul style="list-style-type: none"> <li>• Base on the features of the concepts in question to create distinction.</li> <li>• Conjunction: while, whereas, yet, and but.</li> </ul>
Comparative questions	<ul style="list-style-type: none"> <li>• compared to/than/unlike</li> </ul>
Difference in/variation in	<ul style="list-style-type: none"> <li>• Difference /Variation in.....</li> </ul>
<b>FACTORS:</b>	
(i) Influencing/affecting/Determining	<ul style="list-style-type: none"> <li>• Neutral point.</li> <li>• Explain two sides.</li> </ul>
(ii) Favours/promoting/fostering/encouraging/enhancing	<ul style="list-style-type: none"> <li>• Positive sided point.</li> <li>• Explain the positive/favourable side.</li> </ul>
(iii) Limiting/hindering/discouraging/obstructing/	<ul style="list-style-type: none"> <li>• Negative sided point.</li> <li>• Explain the negative/unfavourable side.</li> </ul>
(iv) Factors considered/influencing choice	<ul style="list-style-type: none"> <li>• Neutral point</li> <li>• Explain the side of consideration/choice.</li> </ul>
Reasons for/reasons why/why is there need/need for/purpose/objectives/rationale/goals/aims/intentions/purpose/mission	<ul style="list-style-type: none"> <li>• Start with: To/In order to.....</li> </ul>
Uses/advantages/benefits/relevance	<ul style="list-style-type: none"> <li>• Present simple tense/now</li> </ul>

/significance/positive impacts/importance/merits/rewards/	tense <b>NB: Turn objectives into importance</b>
Impacts/effects/outcomes/implications/results	<ul style="list-style-type: none"> <li>• Give both positive and negative impacts.</li> <li>• Separate positive and negative impacts with an introductory statement.</li> <li>• Uses present tense and avoid speculative words.</li> </ul>
Adverse impacts/disadvantages/demerits/costs	<ul style="list-style-type: none"> <li>• Give only negative impacts.</li> </ul>
<b>ROLE/CONTRIBUTION</b>	<ul style="list-style-type: none"> <li>• Present continuous tense (ing tense)</li> <li>• Action verb (ion)</li> </ul>
Examine/assess/analyze/evaluate	<ul style="list-style-type: none"> <li>• Give both positive and negative roles. Separate them</li> </ul>
What is/Explain the role	<ul style="list-style-type: none"> <li>• Give positive roles only</li> </ul> <b>NB: Turn merits and demerits into roles</b>
Problems/constraints/obstacles/limitations/hindrances/challenges	<ul style="list-style-type: none"> <li>• Limited</li> <li>• Inadequate</li> <li>• Inappropriate</li> <li>• Insufficient</li> <li>• Underdeveloped</li> </ul>
Measures/Ways/techniques/strategies/controls/solutions/advice/remedies/techniques	<ul style="list-style-type: none"> <li>• Present continuous tense (ing tense)</li> <li>• Action verb (ion)</li> </ul> <b>NB: used to develop guidelines in Paper two.</b>
Methods/tools/components/contents/structure/elements/aspects/sources/forms/types	<ul style="list-style-type: none"> <li>• Direct points</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>• Present continuous tense/action verb</li> </ul>
Steps followed/procedures/process/stages/cycle/Activities/phases	<ul style="list-style-type: none"> <li>• Chronological order/Ing tense.</li> </ul>
Rules/principles/laws/canons/guidelines	<ul style="list-style-type: none"> <li>• Same line of answering</li> </ul>
Circumstantial questions/Under what circumstances or conditions	<ul style="list-style-type: none"> <li>• If</li> <li>• In case</li> <li>• When</li> </ul>
Characteristics/features/attributes/traits	<ul style="list-style-type: none"> <li>• Same line of answering</li> </ul>

**NB:** However, a candidate should first understand the question and what it requires before answering to know its proper direction.

10. The use of introductory statements in an essay is important since it introduces the examiner to what you are going to talk about. **NB:** The introductory statement is phrased basing on the question.
11. Time management is also an important aspect of passing this paper. (3 hours )

**NB:** Students should always put greatest emphasis on paper 1 since it is the foundation of paper 2 and paper 3 in which theory is applied and practically related to the real business world.

### **PAPER 230/2**

This paper covers application skills in line with the curriculum for advanced level entrepreneurship.

Paper 230/2 of UACE comprises of usually 4 project management questions and 2 financial management questions of which a student is expected to attempt any 4 questions each contributing 25 marks. However, sometimes 3 financial management numbers can as well be examined.

### **FINANCIAL MANAGEMENT:**

These are always 2 numbers derived from accounting practices bringing out real computation of business records. They are set from the following topics.

- 1. INTRODUCTION TO BOOK KEEPING AND ACCOUNTING**
- 2. THE TRIAL BALANCE.**
- 3. FINANCIAL STATEMENTS/ TRADING, PROFIT AND LOSS ACCOUNT AND BALANCE SHEET**
- 4. INTERPRETING FINANCIAL STATEMENTS USING FINANCIAL RATIOS**
- 5. THE CASH FLOW STATEMENT**
- 6. TAXATION COMPUTATIONS**

**NB:** A student needs to have knowledge on all these topics since mastery of one topic gives prior knowledge to understanding of the next topic.

Aspects of financial management can also be examined in Paper one Section A and Case study in Paper 3

## **EXAMINATION TIPS FOR PASSING FINANCIAL MANAGEMENT**

1. EVERY statement opened up should have a title i.e. 3 lines – Business name, statement name and lastly the time period.
2. Students should be well conversant with the formats of different accounting books and statements.
3. The unit of currency “shs” or “UGX” is a must and must be included on every column of amounts on every format. Absence of the units (commonly shs), bring a penalty and loss of marks in calculations.
4. Marking is done to every right posting of transactions.
5. These are some standard abbreviation acceptable to be used such as A/C “shs”, UGX, c/d/, b/d, etc. However, students should be keen and avoid use of abbreviations which are not recognized.

**NB:** Students should avoid rushing to cross out financial management numbers when they fail to balance out since time may not be the best ally.

## **PROJECT MANAGEMENT**

These are always four numbers where assumption is made that a student is planning /operating any line of business, providing a good or service. Questions are developed from all the topics of entrepreneurship education. Project management is subdivided into two;

- (i) Application project management.
- (ii) Essay project management

## **COMMON AREAS OF ASSESSMENT**

- (i) **Source documents/Documents used in home trade.**
- (ii) **Documents used in a work place**
- (iii) **Forms**
- (iv) **Certificates**
- (v) **Programmes/plans**
- (vi) **Schedules**
- (vii) **Communication correspondence**
- (viii) **Social entrepreneurship aspects**
- (ix) **Business planning application**
- (x) **Marketing adverts**
- (xi) **Human resource illustrations**
- (xii) **Preparation of budgets**
- (xiii) **Guidelines/policies**
- (xiv) **Essay project management**

**EXAMPLE:**

You are operating a carpentry workshop in your village.

- a) Write a letter of inquiry you will send to a supply of machines.
- b) Design a receipt to be used in your business.
- c) Develop guide lines to ensure quality output in your workshop.
- d) Prepare a marketing plan for your business.

**EXAMINATION TIPS FOR PASSING PROJECT QUESTION.**

1. All businesses dealt in project work must be given names which must not be abbreviated and use of surnames is preferred to religious names.
2. The name of the business chosen should reflect the nature/line of the business. However the process should not be included in the business name. If the business is a joint stock company, then the name must end with the word "LIMITED OR COMPANY" or both words.
3. The business must have an address including the Box number and the town where the box number is found. The location must include the district, village, town road, street and the plot number.
4. The name, address, box number and the telephone number chosen must be the same when answering all the part of the questions on the project given.
5. The date for preparing a document must be for the date of sitting the test.
6. All document used in trade should include the heading/ introductory statement, Business name and address , Document name/title, Date, Document number, logo, prepared by, etc.
7. An introductory statement/title is important and it is derived from the question asked in a given sub-section.
8. All documents must be framed and the name of the document must be inside the frame. All amounts columns for documents and any numerical values must include the unit of currency.
9. Questions concerning programmes/plans must be answered in a logical order i.e. flowing chronologically in present continuous tense.
10. Headings for guidelines, programmes, budgets must include the name and address of the business.
11. Budgets prepared must include the heading, the item currency units for amounts and total amounts. Miscellaneous items / contingencies must not be included in budgets and financial plan.

12. Working capital requirements must begin with major inputs of the business.
13. Relevant language must be used during preparation i.e.
  - Guide lines/policy documents/instructions/rules and regulations/terms and conditions/agreements/contract/code of conduct must be prepared using "SHALL" avoid I shall, we shall, i.e. do not personalize.
  - Business plan elements use Present simple tense. Avoid "will"
14. In letter writing, the complementary close must be perpendicular to the business name and the address. The salutation must be above the subject line.
15. Avoid poor spelling of technical terms.
16. Always use the tense given in the question when answering essay questions.
17. The document number should always be indicated on the document whether it's to fill in or to design.
18. The difference between Design/Draft and Prepare/Write only applies to source documents, certificates, forms and documents used in a work place. Other items whether designs or prepare, information must be filled in except the Remarks column and provision for Approved by.
19. Have paper 1 theory and be able to apply it in paper 2 where necessary especially essay project management questions.

### **P230/3**

This paper tests practical skills gained by students from the school business club projects and the real business environment through field trips and attachments.

It is a three hours written paper consisting of 3 sections A, B and C.

A candidate shall be required to answer 4 questions in total, number 1 being compulsory, 2 questions from section B and one question from section C or vice versa.

### **SECTION A;**

This is a compulsory section on case study consisting of 25 marks.

A student is required to read and internalize the case study, and be able to answer the following questions in relation to the case study, with maximum proof and evidence, and advise where necessary using the theoretical knowledge of entrepreneurship.



Some questions require direct evidence and answers from the case study while other require implied evidence suggested by the student without being stated directly from the case study.

### **SECTION B;**

This consists of 2 numbers set on school business clubs, comprising of questions No 2, and No 3 each out of 25 marks.

It requires students to give relevant information about the school business projects they carried out and show their extra efforts and participations in the various club activities.

### **SECTION C;**

This section shall be on filed attachment and field trips. One question shall be on field attachment and one on field trip each consisting 25 marks.

### **FIELD ATTACHMENT;**

This refers to the practical skills, training and experience gained by a student out in the field in real business.

A student is required to be attached to certain businesses, actively participate in activities, acquire skills and analyze challenges faced in the process as an individual.

### **FIELD TRIP;**

This refers to a tour by entrepreneurship students to selected businesses to understand more about real business operations. These trips may be carried out as a group or as an individual.

### **RECOMMENDED EVIDENCE**

<b>NO</b>	<b>CONCEPT/PHRASE/OUTCOME</b>	<b>RECOMMENDED EVIDENCE</b>
1	Product	Mention the goods/services provided
2	Price	Specify the price for the good or service
3	Competition	Mention the names of competitors
4	Market	Mention the customers eg individuals, businesses or groups of people
5	Employment opportunities	Number of people employed
6	Raw material	Mention the sources/raw materials
7	Skills	Mention the skills
8	Capital/money/funds	Amount in monetary terms
9	Infrastructure	Specify the infrastructure eg roads,

		banking institutions
10	Specified expense	Amount
11	Record books	Importance/role of the book
12	Tools	Importance/role of the tool
13	Source document	Importance/role of the document
14	Packaging	Mention the packaging material used
15	Branding	Brand name
16	Distribution	Channel of distribution
17	Training	Method/period of training
18	Advertising	Method/medium of advertising
19	Involvement in decision making	Area of decision making
20	Job security	Appointment letters/contracts
21	Employee motivation	Way of motivation
22	Skilled labour	Academic qualification of employees
23	Quality	Ways of achieving quality production
24	Quantity	Attach verified measurements eg kilograms, litres (UNBS)
25	Discount	Type/Rate of discount
26	Selling on cash basis	Cash terms of sale eg cash on delivery, order with cash
27	Selling on credit basis	Credit terms of sale, nature of customers
28	Customer care	Forms/examples of customer care
29	Prompt services	Time of provision
30	Monitoring	Monitoring tools/Person in charge
31	Bad debts	Mention the bad debtors
32	Customers complaints	Complaint and how it was handled
33	Respect	How eg greeting
34	Security	Way eg number of security guards
35	Specialization and division of labour	Mention the area of specialization
36	Protective equipment	Mention them eg gloves, boots, helmet, etc
37	Fringe benefits	Medication, transport, medication, etc.
38	Carrying out market research	Tool/method used during market research
39	Innovation	Type/example of innovation
40	Effective Communication	Form/medium of communication
41	Profitability	Amount of profits made
42	Government policy	Specify the policy eg taxation, subsidization
43	Insurance	Insurance policy taken and the risk
44	Budgeting	Example of budgets prepared
45	Sales promotion	Method of sales promotion

46	Saving	Method and amount of saving
47	Taxation	Example of tax administered
48	Indiscipline	Form of indiscipline
49	Business ethics	Mention the specific ethic and relevant party
50	Sales promotion	Methods of sales promotion

### **EXAMINATION TIPS FOR PASSING PAPER 230/3**

A student to pass paper 3 must be well equipped with the knowledge and skills from paper 1 and paper 2 which should be related to the various questions where necessary.

#### **FOR THE CASE OF:**

#### **SECTION A: CASE STUDY**

- A candidate should be able to give points, and support them with relevant examples (evidence and proof from the given story by using quotations from the case study given)
- A student should understand the case study and keep referring to the question when reading every paragraph of the case study. This helps to specify evidence for defending your points.
- At times, students are required to give personal opinion in form of advice and solutions which should not divert from the entrepreneurship approach.
- Students are required to mind and maintain the tense used in the question when answering the various questions about the case study.

#### **SECTION B: SCHOOL BUSINESS CLUBS**

- A student is meant to have participated actively in a school project and equipped with all the information concerning the project.
- This information should not differ from what other members of the class have especially on crucial areas like the business name, general description, statement of mission, goals and objectives, vision and other vital areas.
- A candidate shall ensure that all points given are true and specific to the club project, with evidence clearly explained to bring out impression to the examiner.
- A candidate should maintain the tense as used in the question when answering. (Usually **past tense** for business projects).
- Candidates should observe and maintain a chronological order on issues concerning step in business clubs and projects.

- However, variation of evidence is allowed since a student is marked on individual basis.
- Avoid using `i` on school business clubs [personalization] since projects are carried out as a group.
- Candidates are prohibited from writing the name of the school in their scripts despite the fact that the project was situated within the school.

## SECTION C

- A student should have been attached to one or many real businesses and practically got involved in activities, have all the relevant knowledge and skills.
- Students are also reminded to give points attached with evidence from the real business so as to convince the examiner.
- Students shall always use the **present simple tense** when answering several questions due to the fact the business still exists.
- Application of paper 1 knowledge and skills may also help you to excel in this sub section where necessary.

## FIELD TRIP

- A student shall have a Study tour known as a field trip as a group or as an individual.
- One should be able to give all the crucial information concerning the business visited and should avoid forging information as evidence is ever required.
- Students should maintain the tense used in the question when answering and should always refer back to the question when answering (usually **present simple tense** since the business still exists).
- Students are reminded to visit several businesses and only choose one for the sake of a particular exam which may look relevant and applicable to the sub – question given on a particular number.
- Students are prohibited from using similar information for files attachments and field trips, i.e. businesses visited and attached to should be preferably different.....

## ALTERNATIVE WORDS

<b>Version 1</b>	<b>Version2</b>	<b>Version 3</b>
Purchasing	Procurement	Buying inputs
Recruitment	Hiring	Employing new workers
Induction	Orientation	Initial training
Viability	Profitability	Return on investment
Employee retention	Employee motivation	
Negotiation	Bargaining	
Communication	Flow of information	Message delivery
Globalization	Cross boarder movement	
Competition	Battle for customers	
Training	Employee professional development	Employee skill development
Trade debtors	Accounts receivable	Credit customers
Loan repayment schedule	Loan amortization schedule	Loan repayment plan
Programmes	Plans (EXCEPT BUSINESS PLAN CONTENTS)	
Organizational plan	Management plan	Administrative plan
Organizational chart Organizational structure	Management chart Chart of leadership/Hierarchy	Administrative chart organogram
Visitors book	Callers book	Receptionist book
Circulation slip	Action slip	
Marketing flow chart	Distribution flow chart	Supply flow chart
Production flow chart	Manufacturing flow chart	
Guidelines	Policy/code of conduct	Rules/instructions
Contract	Terms and conditions	Agreements
Budget	Estimate	Cost forecast
Process/phases	Cycle/stages	Procedure/activities
Job specification	Checklist for job requirements	
Job description	Checklist for job duties and responsibilities	
Rate of stock turn	Inventory turn-over ratio	Inventory velocity ratio
Margin	Gross profit margin	Gross profit ratio
Mark up	Gross profit mark up	Gross profit to cost of sales ratio
Debt collection period	Debtors turnover period	Average credit period

### **MOTIVATIONAL TIPS**

- Don't stop when you are tired, stop when you are done.
- Work hard in silence; let your success be your noise.
- Every master was once a disaster.
- A goal without a plan is just a wish
- Failure doesn't mean the game is over, it means try again with experience.
- A ship is always safe at shores but that is not what its built for.
- Don't tell people your dreams show them.
- Don't limit your challenges. Challenge your limits.
- You only fall when you stop trying.
- The struggle you are in today is developing the strength you need for tomorrow.
- Never dream about success, work for it.

**"HARDWORK IS PART OF THE REWARD"**