

PAPER THREE

COMMONLY EXAMINABLE AREAS.

SECTION A (CASE STUDY)

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

Sarah is a food vendor operating a restaurant at a strategic location. She serves tea and traditional foods. She employs a cook, a cleaner and a waitress. The restaurant has a television set and provides newspapers for the customers.

Sarah works 5.00a.m up to midnight every day. She works as a cashier, purchases all business items, records and maintains books of accounts and banks daily cash collections. She timely pays her workers a fair wage and involves them in decision making for the business.

At the end of 2017, Sarah's net sales were shs. 15,500,000, cost of sales were shs, 1,025,000, total expenses were shs, 4,500,000 and income from other sources were shs. 70,000. Sarah is also tax compliant. Due to the increasing demand, Sarah plans to expand her business by engaging in outside catering. This idea has been supported by her workers.

- a). Identify Sarah's entrepreneurial qualities.
- b). How does Sarah motivate her employees?
- c). determine Sarah's
 - i). Gross profit margin,
 - ii). Net profit
- d). What financial management skills does Sarah practice?
- e). Advise Sarah on how she can successfully operate her outside catering business.

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

Kazibure has skills in brick laying and concreting practice. He, together with his associates have formed the Kazibure Building Construction Company Ltd (KBCCL) to provide national and international building and construction works.

For a company to be given international contracts, the national procurement regulations demand that such a company should have a foreign component in terms of ownership and management with clearly laid terms and conditions.

To be able to fulfill the above condition, KBCCL is inviting foreign shareholders to beef up the ownership and management of the company.

The following terms and conditions have been agreed between the local and foreign shareholders.

- 60% of the shares will be owned by nationals.

- 80% of the materials will be locally obtained.
- 90% of the labour force shall be nationals.
- 75% of top-management will comprise foreigners.
- 52% of the profits generated annually shall be repatriated by foreigners.
- Initial construction equipment shall be provided by foreigners and land for the company premises by the locals.

After operating for five years, the initial construction equipment has become obsolete and is due for disposal. The available options for the company is to either hire or purchase new machinery and equipment.

Questions:

- (a) Identify the entrepreneurial qualities of Kazibure.
- (b) Explain the social and economic implications of the terms and conditions in the KBCCL contract.
- (c) What are the benefits of operating a company that can undertake both national and international projects?
- (d) Give reasons for your answer, advise KBCCL on:
 - i) any **two** appropriate methods of disposing equipment.
 - ii) whether to hire or purchase new equipment

3. Andrew dropped out of school due to failure of his parents to raise his school fees. With the knowledge acquired from the entrepreneurship lessons, he wrote a business plan but failed to get financial support from anyone. He resorted to doing odd jobs to raise capital. After raising Shs.500, 000 he started a business of selling a variety of quality and packed fruits to in offices near his home town.

Although this business was lucrative, it was highly competitive. Andrew implemented strategies of gaining and maintaining a sizeable share of the market. After two years, Andrew's business had grown to a working capital of Shush. 10,000,000. This required more raw materials, storage facilities, trucks for transporting raw materials and final products as well as sales personnel.

Andrew motivated his employees to minimize labour turnover. Andrew's business has had a big impact on the immediate community. He is one of the respected entrepreneurs that have inspired the youth in his community having risen from rags to riches.

- a) Identify the entrepreneurial qualities and skills that enabled Andrew to succeed in his business.
- b) Mention the various business strategies that Andrew could have used to with stand competition.
- c) In which ways did the business plan benefit Andrew?
- d) What motivational methods could Andrew have adopted to retain his employees?
- e) What impact has Andrew's business had on the community?

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

Mr.Malevu a graduate of Kyambogo University, completed his training in Bachelors of Building and construction engineering in 2014. From the time he joined the University, the highly motivated and action oriented Malevu was determined to start his own business of consultancy in building and construction as well as operating a hard ware shop. He formulated concrete and moderate goals based on his abilities and efforts.

Before generating the business idea, Malevu convinced himself of his strong internal involvement with the goals and personal responsibility for the outcome. He was satisfied with his skills, interest and the amount of personal capital he could raise. He analysed the business environment to create opportunities, sought advice from entrepreneurs in similar business and learnt from feedback to see if right methods were used and right goals were set.

Mr.Malevu has established a business in Ndeeba-Kampala. The ground level of the building houses the hardware shop while the upper level is for the consultancy office.

The business is run under the name Modern building and construction centre. To protect the business against risks, Mr.Malevu insured his business.

He ensures that there is high efficiency in the business, he delegates duties, selects priorities and motivates staff.

During his free time, he reads useful materials, he uses computers to reduce paper work and keeps diaries for noting down activities to be performed.

He has instructed his sales persons and representatives to strictly sell on cash basis to retailers and wholesalers who benefit from 10% discount.

Questions.

- (a) What behavioural characteristics associated with a strong need for achievement does Mr.Malevu possess?
- (b) Identify the factors that affected Mr.Malevu's choice of business idea.
- (c) Describe the basic steps Mr.Malevu could have followed when taking out the insurance policy.

- (d) How does Mr. Malevu ensure better time management in business?
- (e) What benefits are enjoyed by modern building and construction center for selling goods on cash basis?
- (f) Give the lessons any one can learn from the case study

5. Okot runs a big poultry farm situated in Arua municipality. He has obtained a loan from rural development bank to supplement his personal savings. He supplies quality poultry products to Arua and neighbouring districts. He has instructed his salesmen to sell the products to small scale customers on cash basis. However those who buy products for more than shs 400,000 get a discount of 5%.

Regular customers who buy in bulk are allowed to get products on credit for a period not exceeding three months. Those who effect payment within 30 days are offered a cash discount of 10%, while those who exceed this period are charged 5% on amount due. Those who fail to repay are sued in courts of law.

Okot heavily depends on family labour but they have limited poultry management skills. He is currently experiencing cash flow challenges which have affected his plans to satisfy the current market and expand the farm.

Questions

- a) State any four factors that favoured the establishment of the poultry project.
- b) Identify any five terms and conditions of sale in the case study
- c) A customer bought poultry products worth shs 500,000, but failed to pay within the credit period allowed. Calculate the;
 - i. Penalty fee and
 - ii. Total amount to be paid by the customer
- d) (i) What are the challenges being faced by Okot in running the poultry farm?
- (ii) Advise Okot on how best he can improve his poultry farm

SECTION A: CASE STUDY

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

Malaika, a graduate of entrepreneurship and small business management, did not risk looking for paid employment. During her studies she gathered a set of information necessary for starting and managing an enterprise which she later applied well in her business activities. Her being confident and determined systematic planner, she developed a feasible and viable

business idea of mushroom growing which she noted has a wide market within and outside the country.

In order to succeed, Malaika set up a strong management team and recruited experienced and reliable workers with minimum qualification of a diploma in Agriculture. She also developed an action plan which she implemented immediately. However, Malaika and management lack enough hands on experience in business management, use of incompetent labour, limited financial resources, lack of effective communication and commitment from the staff leading to indiscipline among staff members. She also has no ideas of the areas under which to exercise business controls. Malaika has been advised not to engage in unethical business practices.

(a) What competences does Malaika have for successful operation of the enterprise?

(b) Advise Malaika about unethical business practices she should avoid.

(c) Outline factors leading to failure of innovative business ideas in the enterprise.

(d) Describe the areas under which business control should be exercised by Malaika.

(e) How should Malaika maintain discipline of her staff?

f) What are the lessons learnt from the case study.

h) What are the entrepreneurial characteristics associated with an entrepreneur in the case study.

i) What are the entrepreneurial skills learnt from the case study.

; CASE STUDY

1. Kasule, a for,er driver with Manafa District Local Government reaps cash from a swamp. He conceived the idea of engaging in fish farming when he had taken his boss Deo Mubiru for an agricultural show at Manafa Saza grounds where he met an exhibitor showcasing fish farming.

He got interested and contacted him for more advise as well as discussing it with 2 energetic sons. He was advised to get a sample of soil from his swamp , roll it and then throw in the air. He added that if it dropped as one piece , it indicates presence of water and if it does not even if it is from a swamp, water is inadequate. Kasule did this and confirmed that his swamp in Matugga had sufficient water .

Kasule and his 2 sons dug the first pond in 2012 using intial capital of shs. 6,000,000 from his family savings scheme. Most of the work was done by the sons , and it was named Kasule fish farm.

He then went to Kajjasi and bought stock of fingerings that cost shs. 150 for each fry.

He bought over 3,200 tilapias and 800 cat at shs. 1,600,000.

Nine months later he had fish harvest from which they earned shs. 40,000,000.

After realizing the profitability of fish farming he sent his son Kakande to Kenyatta University for further studies in Fish farming.

On return in 2014, they set up a demonstration farm that currently has 28 ponds with over one million fish at various stages of growth. To ensure sustainability, they too started breeding. and they now have three breeding ponds in which they keep the parent fish stock and catch the fingerings for selling to farmers. They also provide a conducive atmosphere for the fish to breed in the pond

The farm is faced with challenges of thieves, inadequate supply of quality feeds, rising costs of input, prolonged dry spells in the country, occasional poisoning of fish by envious people and predators like snakes and fish birds. Kasule has planted tobacco and night rose flowers that produce good scent that repels snakes.

Kasule summarises the next day's work before the end of each day, keeps diaries as well as planning for the business. The re known driver is now successful in agriculture and he exports to South Sudan and Kenya on top of the Ugandan market. He has a target of being the best fish farmer in the country.

Questions about the case study;

- a) What are the factors that have favoured the establishment of the fish farm?
- b) Identify the sources which Kasule tapped to get the business idea?
- c) Give the challenges faced by Kasule's fish farm?
- d) wHow does Kasule fish farm benefit the community
- e) Why may Kasule's farm be able to survive for long?
- f) What lessons can anyone learn from his this case Study?

PRODUCTION MANAGEMENT

BUSINESS CLUB

1. In reference to any business project operated at school.

- a) Explain the factors that influenced the establishment of your project. **(UNEB 2016)**

- b) Describe the production activities practiced by your project during production. **(Uneb 2013,Uneb 2020,ACEITECmock 2023)**
- c) Develop the steps followed when purchasing and acquiring business inputs. **UNEB 2013, 2019, JEB 2022, UNEB 2020)**
- d) Explain the documents used during the purchasing process. **(UNEB 2014, UNEB 2013)**
- e) Explain the factors considered by your project when selecting business suppliers.
- f) Explain the factors that you considered when selecting raw materials.
- i) Explain the factors you considered when developing the product. **(UNEB 2020)**
- ii) What are the production requirements used by your project?
- g) Describe the daily operational activities practiced by your project. **(UNEB 2013)**
- ii) How do you ensure proper storage and handling of finished products? (UNEB 2018)
- h) What are the market gaps covered by your project? **(JEB 2022)**
- ii) How did you cover the market gaps?
- iii) Explain the entrepreneurial activities practiced by your project. **(UNEB 2016)**

2. In reference to your business project operated at your school

- a) Give its general description.
- b) Draw its plant layout.
- ii) Explain the factors that influenced plant layout. **(UNEB 2016)**
- iii) What strategies were employed by your project to minimize losses? **(UNEB 2016)**
- c) What measures were employed by your business project to promote safety of business assets?
- d) What benefits did you enjoy after designing an effective plant layout? **(Wakisha 2015, UNEB 2019)**
- e) Describe the tools of inventory management used by your project. **(UNEB 2014)**
- ii) Mention any 4 examples of business inventories managed by your project.
- f) How did you manage inventories? **(UNEB 2014)**
- ii) What benefits did you enjoy after ensuring proper management of inventory?

- g) Explain the factors you considered when selecting machinery and equipment/ technology **(BECO 2022)**
- ii) How did you manage and handle business machinery and equipment?
- h) Give the hazardous substance experienced by your project. **(UNEB 2013, Wakisha 2015)**
- I) Describe the plant layout **(BECO 2022, UNEB 2013)**
- j) how did you make your products unique?

3. In reference to your business project operated at your school.

- a) Describe the nature of your project.
- b) How did you manage the business wastes **(UNEB 2018, 2019).**
- c) Give any five examples of accidents experienced by your project **(Wakisha 2016)**
- d) How did you minimize the accidents?
- e) How did you handle and store business finished products **(UNEB 2018)**
- f) How did you handle and manage the following
 - i) Work stations
 - ii) Lighting
 - iii) Premises
 - iv) Welfare facilities **(UNEB 2018)**
 - v) Safety precautions and health **(UNEB 2018)**
 - i) Cleanliness of the work place.
- h) What were the indicators of time wastage at the business visited? **(UNEB 2014)**
- i) Draw a plant layout of your business project.**

4. In reference to your business project operated at school.

- a) State the vision and its mission.
- ii) State the achievements of your project. **(UNEB 2015)**
- b) How did you minimize operational costs/ expenses/ production costs? **(UNEB 2018, BECO 2022)**

- c) How did you maximize profits? **(UNEB 2017)**
- d) How did you ensure quality production? **(JEB 2022, UNEB 2020)**
- e) Explain the internal control systems used by your projects **(UNEB 2013, 2018)**
- f) How did you improve on the morale of the employees?
- g) How did you manage time? **(UNEB 2016, 2020)**
- ii) Explain the factors you considered when selecting packaging materials.
- iii) Give reasons for the choice of packaging materials used by your project. **(UNEB 2013)**

GENERAL AND RISK MANAGEMENT QUESTIONS

5. In reference to your business project operated at school.

- a) State the legal form of business ownership
- b) Explain the factors that favored the establishment of your project. (UNEB 2019)
- ii) Describe the entrepreneurial qualities possessed by project members (UNEB 2019)
 - c) Give the examples of businesses risks faced by your project (UNEB 2014)
- ii) How did you minimize risks? (UNEB 2020, UNEB 2014)
- d) What are the challenges faced by your project?
- ii) How did you manage the above challenges?
- e) How did you maintain good security?
- f) How did you manage the business risks?
- g) Illustrate the leadership structure /organization chart your project club (BECO 2022, UNEB 2017)
- ii) Present the steps you followed when winding up the club project activities.
- h) Describe the entrepreneurial skills acquired **(BECO 2022)**
- I)What were the roles of the following officials of the club.
 - i)club president
 - ii)Club secretary
 - iii)treasurer
 - iv)patron.

J) design an action plan of your used by your business project. fro

BUSINESS ETHICS

6. In reference to your business project,

- a). Illustrate the SWOT analysis chart **(BECO 2022)**
- b) Explain the principles of business ethics practiced by your project
- ii) How ethical were you to the
 - a. Customers
 - b. Employees (UNEB 2016, 2017)**
 - c. School authority
 - d. Community (BECO 2022)**
- c) Present the unethical behaviours observed among the project members.
- ii) How did you manage the unethical behaviors?

INNOVATION AND CREATIVITY

7. In reference to your business project

- a) Give the general description.
- b) In what ways was your business project innovative? **(BECO 2022, UNEB 2020)**
- c) Explain the characteristics associated by project members as **good innovators**.
- d) Explain the ways through which your project was creative.
- e) how did you practice marketing innovation.

NEGOTIATION AND COMMUNICATION SKILLS

8. In reference to your business project operated at school.

- a) Present the negotiation tactics and skills used when negotiating with customers **(UNEB 2016, 2020)**
- b) Present the negotiation challenges faced during negotiation.
- c) Explain the forms of written communication practiced by the business project.
- d i) Explain the methods you used to ensure effective internal communication **(UNEB 2017)**

ii) Describe different forms of non-verbal communication practiced by your business project. **(BECO 2022)**

e) Give ways through which you handled difficult customers.

f) What techniques did you use to present products to customers.

h) What communication strategies used by the business visited when communicating with customers. (ACETITEC 2023)

FINANCIAL MANAGEMENT SKILLS

8 In reference to your business project operated at school.

a) Explain the books of accounts kept by the business **(UNEB 2018)**

ii) Mention the items that lead to cash out to the business.

b) How did you minimize cash outflows?

c) Describe the records kept by your business project.

d) Give the different examples of business expenses incurred by the project.

e) Explain the ways through which business cash/finance/funds are managed. (UNEB 2020)

f i) Explain the source of funds/ finance. (UNEB 2017)

ii) Explain the source documents used by your project. (UNEB 2013)

iii) Give the importance of preparing source document (UNEB 2015)

g) What are the debt management techniques used by your project (Wakisha mocks 2019)

h) Explain the financial management skills practiced by the business. (UNEB 2016)

ii) Explain the types of statements kept by the business project.

I) How did windup the project? (UNEB 2020)

II) How did you minimize cash outflows?

In reference to the business project operated at school

a) What were the causes of cash outflows in your business project.

b) Give the ways through the business visited ensure its continuity (uneb 2022)

c) What techniques used by your business project to promote its revenue **(KASEC MOCK 2023)**

FIELD TRIP AND ATTACHMENT

CHANGE AND BUSINESS AND NATURAL ENVIRONMENT.

10. In reference to any business visited as a group or an individual.

- a) Give the general description of the business visited.
- ii) What are the objectives of the business visited?
- b) Explain the requirements you used during the field attachments.
- c i) Explain the forms of change affecting the business.(**UNEB 2015**)
- ii) Explain the effects of change at the business visited.
- d i) How does the business visited promote and foster change. (**UNEB 2015**)
- ii) Give reasons how the business visited copes up with change. (**UNEB 2013**)
- e)** What are the social responsibilities of the business visited
- f)How does the community contribute to the business visited

PERSONNEL MANAGEMENT

11. In reference any business visited as a group or an individual.

- a i) Describe the nature of the business visited.
- b) Explain the types of personnel employed by the business visited.
- c) What safety precautions given by the business visited?
- d) Explain the roles of the owner as a manager of the business visited.
- e) Draw the organization chart of the business visited. (**UNEB 2020**)
- f) Present the motivational practices done at the business visited. (**UNEB 2018, Wakisha 2019, 2018**)
- g) Explain the factors considered when recruiting employees in the business visited (UNEB 2014, UNEB 2020)
- h) Explain the sources of recruiting workers at the business visited (UMTA Mocks 2021)
- ii) Explain the factors that may lead to employee termination at the business visited.
- I) Explain the methods used by the business visited to pay its employees
- ii) Account for the variation in wages at the business visited.

- j) How does the business visited minimize labour turnover.
- ii) Explain the factors considered when recruiting employees at the business visited. (UNEB 2020)
- iii) How does the business visited promote good welfare of its employees? (UNEB 2018)
- k i) What are the ways through which discipline is managed at the business visited (**UNEB 2017**)/ Ways to promote discipline.

12. In reference to the business visited,

- a) How does the business maintain staff welfare?
- b) How does the business visited maintain hygiene and cleanliness?
- c) How does the business visited promote employee efficiency and productivity?
- d) What are the challenges you faced during the field visit?
- e) What recommendations can you give to the business owner of the business visited to overcome the challenges?
- f) Explain the management tasks practiced at the business visited (UNEB 2014)
- h) how does the business visited retain its business employees
- i) What motivational methods used by the business visited to retain its employees (uneb 2022)

MARKETING MANAGEMENT

13. In reference to any business visited

- a) Explain the marketing techniques used by the business visited. (UNEB 2021, BECO 2017)
- b) Explain the marketing activities practiced by the business visited. (BECO 2017, **Mukono Examination Council Mocks 2017, and BECO 2022**)
- ii) How did you reduce the marketing cost? (UNEB 2019)
- c) Explain the elements of marketing mix practiced by the visited. (**UNNASE Mocks 2019**)
- d) Explain the factors considered by the visited when designing a product. (**UNEB 2021**)
- e) Explain the methods used by the business visited to price business products.
- f) What techniques were used by the business visited to promote its products?

- g) Explain the tools of market strategy practiced by the business visited **(UNEB 2018, Wakisha Mocks 2014)**
- ii) Explain the types of distribution channel used by the business visited.
- iii) Illustrate the market flow chart used by the business visited.
- h) Explain the factors considered by the business visited before it selects a distribution channel. (Uganda Teachers Education Consult Mock 2019, Western mock Association 2019)

14. In reference to the business visited

- a) Design its distribution weekly schedule.
- b)i. Explain the factors considered when determining prices at the business visited. **(UNEB 2019, 2017, BECO 2019, 2022)**
- ii) present the product value promotion strategies offered by the business visited.
- c) In what ways does the business visited maintain its market share? **(UNEB 2015)**
- d) What are the manifestations of good customer care at the business visited **(UNEB 2014 & 2020, UMTA Mocks 2021, and Wakisha Mocks 2019)**
- e) Present the indicators of a dissatisfied customer at the business visited.
- ii) What are the customer care services offered by the business visited. **(UNEB 2015)**
- f) Explain the ways of managing cash at the business visited. **(UNEB 2020/MATICGO MOCKS 2023)**
- ii) Explain the methods of sales promotion used by the business visited to promote sales. **(UNEB 2013 & 2014)**
- iii) Explain the factors you will consider when selecting sales promotion strategies. **(UNEB 2016)**
- h) Present the non product value sales promotion strategies used by the business visited.

15. In reference to any business visited.

- a) State business name and type of the business visited.
- ii) State terms and conditions of sale followed at the business visited.
- b) Explain the activities practiced as a learner during field trip and attachment. **(UNEB 2020)**

- ii) State the challenges faced during the field attachment.
- c) Explain the ways through which credit sales are managed at the business visited. **(UNEB 2014)**
- ii) How does the business manage the accounts payable?
- d) Under what circumstances may the business visited sell goods on credit?
- ii) Explain the forms of advertising media used by the business visited.
- e) What challenges are faced in marketing business products? ii)
 Explain the marketing mix strategies used in the business (JEB 2019)
- f) Using the SWOT analysis identify the strengths of the business
- h) how does the business visited speed up cash collections **(JEB 2023)**
- I) Describe the characteristics of customers of the business visited (JEB 2023, BECO 2023)
- J) explain the forms marketing innovation practiced by the business visited.
- i) Explain any 5 forms of **product value** and **non product value** as forms of sales promotion strategies used by the business visited to attract more customers.

ENTREPRENEURIAL ENVIRONMENT

16.a) Explain the;

- i. Social cultural
 - ii. Economic
 - iii. Political
 - iv. Demographic
 - v. Technological
 - vi. Global factors, affecting the business visited. **(UNEB 2020)**
- b) Advise the government on the measures that can be taken to promote entrepreneurial activities at the business visited.
- c) how does globalization affect the business visited (2023 mock KASEC)

BUSINESS COMPETITION

17. In reference to any business visited.

- a) Explain the ways through which the business visited manages business competition. **(UNEB 2017 & 2018)**

- b) Explain the factors that influence business competition.
- c) Present the impact of business competition at the business visited.
- d) Explain the factors you considered when analyzing business competition at the business visited.
- e) How does the business visited cope up with its competition.

SOCIAL ENTREPRENEURSHIP.

In reference to any business visited

- a) explain the characteristics associated with the business visited as a social enterprise.
- b) how does the business visited promote sustainability
- c) What social needs addressed by the business visited?
- e) What are the contributions of the business visited as a social enterprise.

BUSINESS PLANNING

18. In reference to the business project visited

- a) Describe the steps followed by the business visited when preparing the business plan.
- ii) Describe the elements of business plan of the business visited.
- b) What is the importance of business marketing plan at the business visited? **(UNEB 2019)**
- c) Explain the monitoring tools used by the business visited. **(JEB 2022)**
- d) What is the importance of an action plan at the business visited?
- e) What makes the business visited to survive business competition. **(UTEC 2023)**
- d) What are the benefits associated with marketing plan to the business visited **(ACEITEC 2023)**

TAXATION

19. In reference to any business visited

- a) Explain the types of taxes paid by the business visited.
- b) What are the benefits of paying taxes to the business visited? **(UNEB 2017, UTEC 2023)**
- c) Inform the owner of the business visited about the sources of government revenue.

- d) Inform the owner of the business visited about the dangers of being non-tax compliant.
- e) Give reasons for the registration of the business visited.
- d)Sensitize the owner of the business visited the obligations of a tax payer.
- e)Mention any three deductions from employee incomes of the business visted.

REQUIREMENTS OF LEARNERS IN PREPARITION FOR PAPER 3

- ✓ Active participation in the practical activities. No dodging of practical work/club activity, field attachment and field trip.
- ✓ Gathering and giving evidence for every point raised in class notes, tests and exams.
- ✓ For biased questions students must give reason when the question is not applicable to their project
- ✓ Observation and use of the relevant language/tense used in the question
- ✓ Thorough knowledge of theory. i.e. P230/1 for easier and quicker deriving of points especially class notes focusing on; -
 - Production process.
 - production activities
 - Documents.
 - record books
 - costs,
 - challenges,
 - Risks.
 - Problems faced.
 - Financial management.
 - Impact of the business.
 - Taxation, among others.

Other Topical Assignments for section C.

Production Management skills.

58.In reference to any business field trip you conducted as a group or an individual

- a)Give the general description of the business visited.
- b)What techniques used by the business visited to make the products unique
- c)Describe the production process used by the business visited
- d)explain the tools of inventory management used u the business visited
 - ii)Mention any five examples of business inventories for the business visited.
- e)what are steps followed when purchasing business in puts
 - ii)What are the routine activities of the business visited
- f)how does the business ensure quality production.
 - h)i.What are the production challenges facing the business visited
 - ii)advise the owner of the business visited on the ways that can be taken to overcome the production challenges.

59.In reference to any business attached to

- a)how does the business attached to promote cleanliness
- b)i.Give any five examples of packaging materials used by the business attached to.
 - ii)What are the factors used by the business attached to when selecting packaging materials.
- c)i advise the owner of the business on the benefits of designing a good plant lay out
 - ii) describe the plant layout of the business visited
- d) What factors considered by the business attached to when choosing appropriate technology used

- e.i) Mention any five examples of hazardous substances used by the business attached to
- ii)how does the business attached to promote proper handling of hazardous substances.
- f)i. Give the examples of business wastes produced by the business visited.
- ii)give the waste management policy of the business visited.

60.In reference to business visited

- a)Describe the business visited
- b)i)What are the causes of accidents at the business visited
- ii)how does the business visited minimize accidents.
- c)i. What factors used by the business visited when designing a product
- ii)What techniques used by the business visited to make the products unique
- d)What are the considerations of the business visited when selecting business suppliers.
- e) i how does the business visited promote handling and storage of materials and finished products.
- ii)how does the business visited ensure proper management of business premises.
- f)i. What techniques used by the business to ensure proper management of time
- iii)what are the indicators of time wastage noticed at the business visited.
- ii)what are the production challenges facing the business visited

61.In reference to the business visited

- a)illustrate plant lay out of the business visited
- b)What factors considered by the business visited when making production decisions.
- ii)Give the manifestations of time wastage at business visited

62.In reference to the business visited

- a) Explain the plant layout of the business visited
- b) What factors considered by the business visited when making production decisions.
- c) draw a site plan of the business visited
 - ii) explain the factors that influence the lay out of the business.
- d) what factors considered by the business visited when selecting machinery and equipment.
- e) i) mention any three tools of stores management used by the business visited.
 - ii) explain how each tool mentioned above is being used at the business visited.
- f) i. What are the considerations of the business visited when purchasing and selecting raw materials.
 - ii) advise the owner of the business visited on proper handling and storage of business raw materials.

Business ethics

.In reference to any business visited

- a) In what ways does the business visited is ethical towards
 - i) Customers
 - ii) government
 - iii) employees
 - iv) society
- b) What are the indicators of being unethical at the business visited
- c) i) inform the owner of the business visited on the benefits of being ethical
 - ii) dangers of being unethical

Business risks and innovation

64.In reference to any business visited

- a)what are the examples of business risks at the business visited
- ii)how does the business visited manage and minimize business risks.
- b)explain the factors considered when determining risk assessment at the business visited.
- c)explain the types of innovation practiced by the business visited.
- ii)present the innovation practices practiced by the business visited
- d)advise the owner of the business visited on the benefits of being innovative.
- e)how does the business visited promote creativity.

Negotiation skills

65.In reference to any business visited

- a)What are the negotiation tactics used by the business visited when negotiating with business customers.
- b)What negotiation tactics used when negotiating with business employees.
- c)What challenges faced by the business visited when negotiating with business customers.
- ii)Advise the business employees of the business visited on the techniques that can be undertaken to overcome the negotiation challenges.

.Business ideas and opportunities, gender and entrepreneurship.

In reference to any business visited

- a)explain the sources of business ideas at the business visited.
- b)what factors considered by the business visited when evaluating business ideas
- c)what are the characteristics associated by the business visited as a good opportunity.
- d)Sensitize the owner of the business visited on the steps that can be taken to turn a business idea into a business opportunity.

e.i)how does the business visited promote gender balance and equality.

ii)what limits women to participate in most of the entrepreneurial activities at the business visited.

f)Advise the owner of business visited on the qualities of a good business opportunity.**(MATIGO MOCKS 2023)**

.In reference to the business visited

a)what are the forms of written communication used by the business visited.

b)what limits effective communication at the business visited

d)what forms of visual communication used by the business visited.

ei)mention the communication channels used by the business visited

ii)inform the business employees of the business visited on the features associated with effective communication

Communication skills.

.In reference to any business visited

a)what are the forms communication used by the business visited

b)what techniques used by the business visited to handle difficult customers.

c)iWhat techniques used by the business visited when bargaining with the business customers.

ii)Give the techniques used by the business visited when presenting products to business customers.

d)advise the owner of the business visited on the measures that can be taken to overcome communication barriers.

Social entrepreneurship

.In reference to the business visited

- a) Give the indicators that show that the business visited is a social enterprise
- b) Give any five examples of a social enterprise activities practiced by the business visited.
- c) What are roles of the business visited as a social enterprise
- d) What threats caused by unsustainable use of resources by the activities of the business visited.
- e) how does the business visited promote corporate social responsibility.

Financial Management Skills and cost control

.In reference to any business visited

- a) Explain the books of accounts kept by the business visited
- b) i explain the types of business records kept by the business visited
 - ii) advise the owner of the business visited on the benefits of taking business records.
- c) i explain the types of financial statements kept by the business visited.
 - ii) state the purpose each financial statement above
- d) how does the business visited manage its finances
- e) i) how does the business visited minimize cash outflow
 - ii) in what ways does the business visited increase its cash inflows

.In reference to any business visited

- a) mention any five examples of pre-operating expenses incurred by the business visited
- b) how does the business visited minimize business expenses.
- c) i) explain the methods of costing business products at the business visited
 - ii) how does the business visited minimize business costs and expenses
- d) mention any five examples of business utilities incurred by the business visited .

- e)advise the owner of the business visited on the benefits of interpreting financial ratios
- ii)State the sources of cash inflows and cash outflow of the business visited

General questions.

In reference to any business visited

- a)What are the entrepreneurial activities practiced by the owner of the business visited.
- b)what factors that favour the establishment of the business visited
- c)what management tasks possessed by the owner of the business visited

HOW TO EXCEL IN PAPER 3 .

SECTION A

CASE STUDY

This is **a compulsory section**, however some learners take it for granted as they hardly revisit and revise it. That's very dangerous.

How to pass a case Study Questions.

- Revise and practice different case study questions before such that you can master how questions are examined and responded to.
- Use a correct tense. The tense is always generated depending on the nature of the case study .
- Where a question is set when some response have been given in a case study, start with those ones.
- Attach evidences on your response. Except Questions of advise and suggestions.

HOW TO EXCEL IN PAPER 3

- ❖ Revise the work or content topically.
- ❖ Take note of commonly examinable areas where Paper 3 questions come from.
- ❖ Use correct qualifiers eg how did you ensure quality production in your business project.

- ❖ Response using high quality rawmaterials. The qualifier is present continues tense.
- ❖ Always give correct evidence. This paper requires clear and correct facts. Eg . how did you attract customers in your business project.

RESPONSE1;Offering Quality products like cakes – Wrong,
RESPONSE 2; Offering Quality Products like **Vanilla flavoured cakes – RIGHT.**

- ❖ Take note of the tense. The tense used must match with the nature of the question Set. Eg How does the business visited maintain security of the work place. **Present tense should be used here.**
 In most cases past tense is used in Section B under business club and present tense is used section C given the nature of the questions.
- ❖ Your evidence should always be **precise and concise** and directly matches with the point stated.
- ❖ Eg how does the business visited manage credit sales. **RESPONSE 1;** Offering a short average collection period for debts Eg. Strictly one week is offered to all business debtors.
- ❖ know the nature of the paper. This is an application paper content should be presented **practically not theoretically. Eg**

Explain the of types of distribution channel used by your project.

RESPONSE 1; Direct channel - This involves selling products directly to customers – **WRONG**

RESPONSE 2; Direct channel. Products were directly sold to students through door to door in their classes, dormitories, school compounds – **CORRECT.**

- ❖ Always engage yourself in practical activities such as attending to business project activities, field trips and attachment etc . This supports Practical Exposure and generation of evidence.

Common mistakes made in paper 3

- Failure to read and understand instructions.** This is still a challenge to some candidates. In this paper, section A is compulsory and a candidate may either answer all the two questions from section B about the school business projects and answer one question from section C or a candidate is free to answer the two questions in section C and pick one from section B making it a total of four (4) questions.

- ii) **Failure to read, analyze and interpret the case study.** Some students have a bias towards reading the case study yet it is a compulsory question. This implies that such candidates give answers without attaching evidence from the case study as if they are answering questions of paper 1. The end result of this is that such candidates score either zero or little marks in this section.
- iii) **Poor question selection.** This usually happens in section B and section C. some questions in these two sections tend to be unfriendly but at times it is hard for a candidate to distinguish between them. A candidate may choose a question where he / she may not even score 10/25. This is usually caused by such questions having simple sub-sections that one may easily answer.
- iv) **Giving answers in an outlined form.** Paper 3 is a practical paper that requires candidates to answer the WHY (mentioning the point) and How (giving evidence). This implies that after the candidate has given a correct answer, he / she must go an extra mile to convince the examiner by giving a perfect example or evidence from the case study, school business project, field attachment or field trip

Note

The greatest challenge in this paper is actually here. Candidates present answers which at times are correct but lack evidence / examples to back up their answers. This implies that where one would score full marks, he / she ends up getting half.

- v) **Failure to participate in school business projects.** Like we saw earlier, paper 3 is a practical paper that requires hands on. Questions set in section B about business projects require perfect knowledge from the candidate about day-to-day activities in the project. However, some students tend to take this for granted hoping to generate answers direct from paper 1. This is indeed very dangerous and wrong because these answers will have no evidence at all.
- vi) **Failure to carry out field attachments / field trips.** Field attachment is mainly used to answer question (4) while field trips are used to answer question (5)

Common terms used in setting in paper 3

Before we look at these terminologies first of all, we need to appreciate the nature and demands of this paper i.e. the WHY (mentioning the point) and HOW (giving evidence). However, in so doing, we also need to know that in some cases, the how i.e. evidence is implied in the statement / answer raised. Hence it is the duty of the student to identify areas where evidence is implied and not.

- I. **Illustrate / draw.** This requires the candidate to illustrate the answer with the aid of drawing / diagram. For example, draw / illustrate the layout, organizational chart etc., of the business you were attached.
- II. **Describe.** The candidate is expected to give a point and then explain it in details with evidence

Note:

Candidates tend to confuse the above two words in exams. For instance, a question may be "Describe the layout of the business you were attached to" "most students will end up giving the answer by drawing the layout which is wrong. This question requires answers

in an essay form (paragraphs) and not a drawing. However, evidence for each answer must be given. This will be in form of giving the purpose / use of each element stated. For example, store / ware house (why / mentioning) for storing both raw materials and finished goods (how evidence).

- III. **Explain.** The candidate is supposed to give a very clear and some detailed point with evidence
- IV. **State/give/list/ mention/ outline.** The candidate is supposed to give a brief but clear point say of one or one and half times but with evidence
- V. **What.** This requires the candidate to explain, "what is" by giving clearly explained points but with evidence

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MAKE YOURSELF A NATIONAL COMPETITOR.

END

THE STRUGGLE CONTINUES