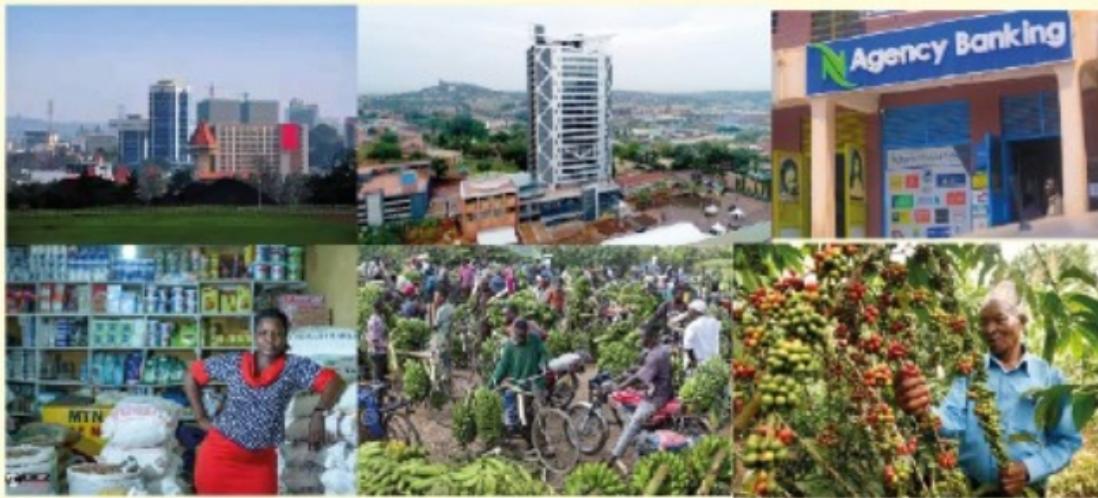


A COMPREHENSIVE APPROACH TO
**ENTREPRENEURSHIP
EDUCATION**
ADOPTED ADVANCED SECONDARY
CURRICULUM

SENIOR 5



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A COMPREHENSIVE APPROACH TO ENTREPRENEURSHIP EDUCATION

ADVANCED SECONDARY CURRICULUM
FIRST EDITION © 2025

BOOK 5

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PREFACE

The introduction of entrepreneurship education in advanced secondary school curriculum of Uganda this year (2025) necessitated the need to have the teaching and learning materials available.

The book emphasizes practical application of answering and question approach as well as technique and it is intended to sensitize the learners towards having positive attitude towards entrepreneurship and ultimately to equip the learner with adequate skills for self-employment.

Considering the fact that one of the key factors of success at examination is constant practice. I think the book will be a better source of good practical skills for those who are aiming at becoming self-employed.

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CONTINUOUS ASSESSMENT

Continuous Assessment should be carried out through the following assignment tasks: making reports from field visits and project work, case study analysis and written tests.

Summative Assessment

Paper I

This will be a 3 Hour written paper consisting of sections A and B. Section A will be compulsory comprising of a case study and Section B will have four optional questions, carrying equal marks where a student chooses three (3).

Section A will carry 40 marks and Section B 60 marks.

Section A will comprise of a case study covering 3 Thematic Entrepreneurship Education areas

- Entrepreneurial awareness,
- Business identification and
- Management.

Paper II

This will be a 3-hour written paper consisting of sections A and B. It will have six (6) questions in all.

Section A will be compulsory carrying 25 marks and questions will be structured. Section B will carry five optional questions each carrying 25 marks. A candidate will choose any three (3) questions.



PROGRAMME PLANNER

S/N	TOPICS	PERIODS
	SENIOR FIVE TERM 1	
01	Introduction to Entrepreneurship Education	56
02	The Entrepreneurial Environment	40
	TOTAL	96
	SENIOR FIVE TERM 2	
03	Business Ideas and Opportunities	20
04	Business Planning	30
05	Production in an Enterprise	46
	TOTAL	96
	SENIOR FIVE TERM 3	
06	Marketing in an Enterprise	50
07	Social Entrepreneurship	46
	TOTAL	96
	SENIOR SIX TERM 1	
08	Small and Medium enterprises	46
09	Insurance in Business	30
10	Capital Markets	20
	TOTAL	96
	SENIOR SIX TERM 2	
11	Human Resource in an Enterprise	56
12	Finance in an Enterprise	40
	TOTAL	96
	SENIOR SIX TERM 3	
13	Taxation	56
14	Business Competition	40
	TOTAL	96



TOPIC 1: INTRODUCTION TO ENTREPRENEURSHIP

Competency:

The learner appreciates the role of entrepreneurship through the application of entrepreneurial skills and building a unique personal brand for the benefit of self and society.

Learning Outcomes: The learner should be able to:

- a) Examine the role of entrepreneurship in economic development reflecting on the benefits and challenges of self-employment and paid employment in Uganda.
- b) Demonstrate entrepreneurial skills used in business operations.
- c) Create a unique personal brand; the importance of developing a personal brand; guidelines on personal branding for a selected business.

INTRODUCTION TO ENTREPRENEURSHIP

This refers to the process of creating an opportunity and pursuing it regardless of the resources currently controlled.

ENTREPRENEUR

An entrepreneur is a person who organizes, operates and assumes the risk for business ventures. An entrepreneur can be any person who:

- (i) Observes the economic, social and natural environment.
- (ii) Identifies opportunities in the business or non-business



environment.

(iii) Gathers the necessary resources for the activity.

(iv) Implements the activity.

(v) Receives financial or social rewards.

(vi) Is concerned about the possible damages to the natural and social environment.

ENTREPRENEURSHIP EDUCATION

This refers to the study that trains, motivates and allows learners to develop and use their creativity, take initiatives, responsibilities and risks in order to encourage entrepreneurial success in a variety of settings.

It includes the following:

(i) Opportunity recognition. This refers to either the discovery of a clear business idea or the development of an idea into a more feasible business concept over time.

(ii) Commercial opportunity. This involves turning an idea into a commercial service or a saleable product.

(iii) Allocating resources in the face of risks. This involves identifying an idea or an opportunity and committing resources to turn the opportunity into a business despite the presence of risks.

(iv) Initiating a business venture. This involves starting a business through the established procedures.

(v) Being equipped with traditional business skills to manage businesses in a proper way.



THE ROLE OF ENTREPRENEURSHIP IN ECONOMIC DEVELOPMENT

1. Promoting Capital Formation

Entrepreneurs employ their own as well as borrowed resources for setting up their enterprises. Such entrepreneurial activities lead to value addition and creation of wealth, which is very essential for the industrial and economic development of the country.

2. Promoting small enterprises in a society which form an essential part of economic prosperity in any society.

It promotes creativity and innovation within small enterprises.

3. Acting as a vehicle for employment generation.

Entrepreneurs provide immediate employment to the unemployed which is a chronic problem of underdeveloped nations. With the setting up of more and more businesses by entrepreneurs, both on small and large-scale numerous job opportunities are created for others directly and indirectly.

4. Enabling individuals to acquire formal or informal managerial knowledge and practice in business.

Businesses set up by entrepreneur's act as a training ground for local manpower which leads to improved quality and increased productivity.

5. Encouraging use of locally available resources and skills found within the members of the community.

When enterprises are set up, resources such as land, labour and capital are put to use, leading to production of more goods and services, hence economic development



6. Promoting Balanced Regional Development:

Entrepreneurs help to remove regional disparities through setting up of industries in less developed and backward areas for instance regions in slums. The growth of industries and business in these areas lead to a large number of public benefits like road transport, health, education, entertainment, etc.

7. Reducing Concentration of Economic Power:

Industrial development normally leads to concentration of economic power in the hands of a few individuals which results in the growth of monopolies. When a large number of entrepreneurs emerge, it helps to reduce the concentration of economic power and its adverse effects.

8. Increasing Gross National Product and Per Capita Income:

Entrepreneurs are always on the lookout for opportunities. They explore and exploit opportunities, encourage effective resource mobilization e.g. capital and skill, bring in new products and services and develop markets for growth of the economy. In this way, they help in increasing gross national product as well as per capita income of the people in a country.

9. Improvement in the Standard of Living:

Entrepreneurs play a key role in improving the standard of living of the people by adopting latest innovations in the production of wide variety of goods and services in large scale at a lower cost. This enables people to get better quality goods at lower prices which results in the improvement of their standard of living.

10.Promoting the Country's Export Trade:

Entrepreneurs help in promoting a country's export-trade, which is an important ingredient of economic development. They produce goods and services in large scale which in the end are exported to earn a country foreign exchange. Hence import substitution and export promotion ensure economic independence and development.

11.Inducing Backward and Forward Linkages:

Entrepreneurs like to work in an environment of change and try to maximize profits by innovation. When an enterprise is established, it induces backward and forward linkages which stimulate the process of economic development in the country. E.g. a poultry farm provides eggs needed in the bakery industry & restaurants and also provides manure needed for crop production.

Activity 1.1

In your group, use the school library and internet to resources to:

- a) Meaning of entrepreneurship.
- b) Role of entrepreneurship in the economic development of a country. Analyze real-world examples of entrepreneurs who have significantly contributed to economic development. They present their findings to the class for discussion.
- c) Present your findings to the class members.

ENTREPRENEURSHIP AS A CAREER OPTION

CAREER: This refers to a continuous, ever evolving, ever expanding opportunity for personal as well as business growth and development.

One can choose his/her career from two broad categories of

options, i.e wage employment (getting a job) or entrepreneurship. Entrepreneurship may be defined as a career in one's own business rather than wage employment.

DIFFERENCES BETWEEN ENTREPRENEURSHIP AND WAGE EMPLOYMENT CAREER OPTIONS.

WAGE EMPLOYMENT	ENTREPRENEURSHIP
<ol style="list-style-type: none">1. One works for others2. One follows instructions.3. There is routine job, for example a particular job is done over time.4. Rarely negative.5. Earning is fixed.6. Does not create wealth.	<ol style="list-style-type: none">1. One is his/her own boss and therefore independent.2. One makes his or her own plans.3. It is characterized by creativity.4. It can be negative.5. There is improvement and security of the person's income.6. Creates wealth and contributes to G.D.P.

SELF EMPLOYMENT

This is where one goes private by way of utilizing his/her resources to start his/her own business enterprise. It may also refer to an individual's full-time involvement in his/her occupation e.g. starting a restaurant or a big company.

BENEFITS/ADVANTAGES OF SELF EMPLOYMENT.

1. Self-employment provide employment for the owner and for others.
2. It makes one become his/her own boss and end up being independent.
3. It is possible for a person's income to increase.



4. It improves one's standard of living due to increased income.
5. When the business succeeds a person gains respect and therefore enjoys high status in the society.
6. It leads to the provision of goods and services to public.
7. It can be a source of revenue to the government as its taxes the enterprises and incomes of the workers.
8. A person who is self-employed can be in position to determine his/her time of work.
9. High level of freedom is enjoyed by a self-employed person. This is because a person is free to do whatever he/she assumes correct for the success of the business.
10. There is a high degree of job security i.e a person is certain of continued employment.
11. It encourages hard work. A self-employed person always strives to make his business become successful.
12. Self-employment encourages innovation and creativity. This is because a person is free to make his/her own decisions and has an opportunity to generate and implement new ideas.

CHALLENGES OF SELF EMPLOYMENT

1. Long and irregular working hours lead to fatigue and exhaustion.
2. There is uncertainty of income. The person is not sure of his income as it varies with the business performance.
3. It leads to low life style due to too much work.
4. A self-employed person bears all the risks of losses.



5. There is uncertainty of the future. This is because income upon which planning can be done is uncertain.

6. A self-employed person may not have definite tasks and responsibilities i.e. in case he/she is alone in business he/she does all the business activities e.g. purchasing, selling, accounting e.t.c.

Activity 1.2

In groups learners:

- a) Read a case study on the benefits and challenges of self and paid employment with examples relevant to Uganda.
- b) Participate in a debating session, to discuss whether to opt for self or paid employment.
- c) Share your work with the class and take note of key points during the sessions.

ENTREPRENEURIAL SKILLS USED IN BUSINESS OPERATIONS.

1. COPING WITH CHANGE

Change refers to giving a completely different form or appearance to an object. It involves transforming an object into a completely different one. It is inevitable in organizations.

TYPES OF CHANGE

There are 3 types of change that occur most frequently in organizations;



(a) DEVELOPMENTAL CHANGE

This occurs when a company/business makes an improvement to their current business, for example, a company improving its processes, methods/performance standards, e.t.c. This is done in order to stay competitive.

This type of change should cause little stress to employees as long as the rationale for the new process is clearly conveyed and the employees are educated on the new techniques.

(b) TRANSITIONAL CHANGE

This is a type of change which involves replacing existing processes or procedures with something completely new to the company. Examples of transitional change include merging of firms, creating new products or services and implementing new technology.

TRANSITIONAL PHASE

This is the period between dismantling of old processes in a company and implementation of new processes. Transitional changes are more challenging to implement. Employees may feel that their job is unstable and their personal insecurities may increase because the future of the organization is unknown.

(i) Education of new procedures should be commenced at each stage of the new process to enable the employees feel actively involved and engaged in the change. As an employee's level of engagement in the new procedures increases, their resistance to change may decrease.

(ii) The company should continue to inform the employees of their status and offer support in helping them deal with personal



adjustments they are forced to make.

(c) TRANSFORMATIONAL CHANGE

This is a type of change that occurs after the transition period. It occurs when companies are faced with the emergence of radically different technologies, unexpected competition, lack of revenue and other major shifts in how they do business. Top management should be prepared to involve employees in all phases of transition to reduce resistance to change.

IMPORTANCE OF CHANGE

1. Adoption of new technology. Adoption of new technology is common in most organizations and this has made them increase productivity, for instance growing communication technology can enable business leaders search for experts online through search engines.

2. Response to customer needs. As the world evolves, customers need change and growth, creating new demand for new types of products and services and opening up new areas of opportunity for companies to meet those needs. This can be achieved through change.

3. Determines direction of economy. The economy has both positive and negative impacts on organizations and both can be stressful. For instance, in a strong economy, increasing demand for products and services will mean that companies must consider expansion, that is, addition of new staff and new facilities creating opportunities to staff.

However, with a weak economy, companies can find themselves in need of making difficult decisions that can impact employees' salaries and even threaten their jobs.



It leads to acquisition of new ideas and innovation, for example, new ways of strengthening customer interaction, new products to attract market.

4. Growth opportunities. Change allows employees to learn new skills, explore new opportunities and exercise creativity in ways that ultimately benefit the organization through new ideas and increased commitment.

5. Challenging the status quo. Simply asking the question “why?” can lead to new ideas and innovations that can directly impact on the organization. It encourages employees to question why things are done in a certain manner and look for new ways of getting work done better. For example, new ways of looking at customer needs, new ways of strengthening customer interaction and new products that attract new markets.

REASONS WHY PEOPLE RESIST CHANGE

1. Change usually benefits some people while it hurts others. This is especially true when change is seen as damaging in some way.
2. Many changes require either an initial financial investment or short-term economic hardship before long term can be realized.
3. For the small business owners, the time and effort necessary for planning and implementing the change cause him or her to resist change, for example, adoption of new record keeping system will require a major effort and without its finances could become hopelessly confused.
4. The need to feel secure when a small business seems to be running smoothly. Any change may represent a threat to security



because varying degrees of uncertainty are involved in the change. However, there is no real security in keeping things as they are when everything else outside the business is changing.

5. Some people resist change because they feel they are not capable of handling it. This may be due to general lack of self-confidence, deficiencies in personality, ability, education or experience. However, resisting change will not solve anything. Self-confidence can be developed and inadequacies can be overcome.

6. Some people take pride in being stubborn and independent. These people are willing to let their pride and emotions interfere with and destroy their business operations, for example, they resist change no matter how convincing the evidence, in favour of a change.

TECHNIQUES FOR COPING WITH CHANGE

The following four-step basic decision-making technique can be applied to coping with changes:

1. Understanding the situation. For example, assuming that one is operating a moderately successful shop in a small town. The change situation constitutes a new shopping area being planned for the out skirts of the town. One should determine what changes he or she should anticipate in the driving and restraining forces acting on his or her small business. For example, will the new shopping area drive customers away, will any of the big businesses be relocating, is his or her area showing any sign of deterioration?

If he or she takes no special action, what are chances of declining



and eventual business collapse? Therefore, one should examine every aspect of the situation before defining the problem.

2. Defining the problem. The problem might be defined as a need to take some kind of action now that will have one of four different effects.

(i) Prevent the new market area from eventually destroying the business.

(ii) Reduce negative impact on the market as much as possible.

(iii) Take positive action to directly counter the draw of the new market area.

(iv) Take advantage of the new market area by relocating or expanding into it.

3. Finding alternatives. One needs to do research to make sure that he/she does not overlook that may be his/her best gamble. One needs to take each realistic alternative and explore its potential, identifying advantages or disadvantages, costs and benefits, short-term effects and other factors that might influence its effectiveness.

Taking advantage of the draw of the new market area presents several alternatives such as relocating in the market area when it opens, keeping the present store location and opening a sister store in the market area, closing the present business operation and re-investing in a different kind of business in the new market area, e.t.c.

Again, the small business owner can replace the negative impact of the new market area in a number of ways without taking decisive actions. For example, the store could be redecorated, remodeled, shopping area.



4. selecting action

Sample tasks

1. How can an entrepreneur cope with change?
2. What decision-making steps should be used to cope with change?

FACTORS THAT BRING ABOUT CHANGE

1. Efficiency. Efficiency is defined as a technique of operation that results in achieving the objectives in an optimum and effective manner so that resources are utilized fully and without waste. A successful management develops methods that lead to efficiency. These methods change with time to bring about more efficiency.

2. Environmental changes. An environment change that is relevant to management is pollution caused by industrialization and exploitation of resources. Therefore, deliberate measures must be taken to improve entrepreneurial activities so that they do not cause detrimental environmental changes.

3. Social changes. These are community changes that can be brought about by growth of population, change of the needs of the community and various development aspects. As a result, the entrepreneur must make changes that satisfy the growing needs of the society.

4. Competition. Competition includes those businesses that sell similar products or give similar services. If one knows his competitors, he or she can understand the business environment in which he or she operates. This makes an entrepreneur improve



his or her products or services continuously. This means quality of goods and services improve with time.

5. Change of technology. Technology is constantly changing the demands of consumers. Businesses need new technological developments to produce new products or services. This affects the operation of businesses.

6. Change of desire Entrepreneurs use their attitudes to control conditions. A positive mental attitude helps to focus on desired activities and events and results ones hopes to achieve.

EFFECTS OF CHANGE ON BUSINESS

Change has led to radical consequences in all parts of commerce, industry and the public service such as;

- (i) increased complexity of methods of production.
- (ii) job changes or redundancy for many workers.
- (iii) it has created the need for employees to acquire new skills or to modify the existing competencies.
- (iv) it has led to geographical relocation of industries and workers.
- (v) it has led to extensive reliance on computers, information technology and decision support systems.

2. CREATIVITY

Creativity is the ability to come up with innovative solutions to need/problems and to market them.



IMPORTANCE OF CREATIVITY

1. Creative ideas are needed where there are problems that have unknown solutions. Therefore, solve everyday problems.
2. It enables entrepreneurs to promote products and services as well as updating products and services.
3. It enables the entrepreneur to make proper use of limited resources.
4. It increases the entrepreneur's awareness by learning to pay attention to sights and sounds that people ordinarily ignore. This helps the entrepreneurs to open his or her mind to new ways of thinking.
5. It helps one to generate a large number of ideas. This is achieved through the technique of brain storming.
6. It helps the entrepreneur to change parts of existing ideas, i.e they can be made bigger or smaller, modified, reversed, rearranged, substituted, e.t.c. For example, products and services are often changed to make them more attractive.
7. By developing and using their creativity, entrepreneurs can increase their potential for success, for instance they can identify new opportunities, new methods for efficiency which can lead to success.

TECHNIQUES FOR DEVELOPING CREATIVE ABILITY

To be creative, an individual should:

- a) think beyond the invisible frame works that surround problems/situations.



- b) recognize when assumptions are being made and challenge them.
- c) spot narrow-minded thinking and widen the field of vision, i.e to draw on the experiences of other individuals/business.
- d) develop/adopt ideas from more than one source.
- e) practice fortune, i.e having a wide attention span and range of interest.
- f) transfer technology from one field to another.
- g) be prepared to use unpredictable events to their advantage.
- h) explore thought processes and the key elements of the mind at work in analyzing, valuing and synthesizing.
- i) use the unconscious mind, for example by sleeping on a problem to generate creative solutions to the problem.
- j) note down ideas that apparently drop into the mind unsolicited so that they are not forgotten.
- k) try when appropriate, to sometimes make the strange, familiar and the familiar strange to spark new ideas.
- l) make connections with points that are;
 - apparently irrelevant
 - disguised/buried or not easily accessible.
 - Outside your own sphere of expertise
 - Lacking in authority



- m) suspend judgments to encourage the creative process and avoid premature criticism (analysis and criticism repress creativity)
- n) know when to leave a problem until solutions emerge. Patience is important here as in the suspension of judgment.
- o) Tolerate ambiguity and occasionally live with doubt and uncertainty.
- p) Stimulate one's curiosity and the skills of observation, listening, reading and recording.

OBSTACLES TO CREATIVITY

There are a number of obstacles which inhibit creativity. These include;

- i. Negativity; negative attitudes towards certain things.
- ii. Fear of failure
- iii. Lack of quality thinking time
- iv. Over-conformances with rules and regulations
- v. Making assumptions
- vi. Applying too much logic.
- vii. One thinking that he or she is not creative



STAGES OF CREATIVE PROCESS

Creativity can be improved by remembering that the creative process has the following stages:

i. Preparation.

This involves information gathering, analyzing and solution exploration.

ii. Incubation.

This involves letting the mind work to continue the process.

iii. Illumination.

This is the inspiration which can come when the individual is not necessarily thinking about the problem but is in a relaxed frame of mind.

iv. Verification.

This involves testing ideas, solutions, insights for applicability. If ideas or solutions to problems are slow to come, it sometimes pays one to leave matter alone for a while and re-assess with;

- A new starting point
- A different perspective
- Fresh motivation and further consultation

3. INNOVATION

Innovation is the way of transforming the resources of an enterprise through the creativity of people into new resources and

wealth. It relates to renewal or improvement and this takes place when people change the way they make decisions or make choices outside their norms. This leads to new product categories as well as increasing productivity.

TYPES OF INNOVATION

There are a variety of innovations which include the following;

1. Business model innovation; This involves changing the way the business is done in terms of capturing value, for example NBS TV Vs NTV, MTN Vs Airtel, New Vision Vs Daily Monitor etc.

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