



FutureManagers  
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# Guide to How to Answer a Case Study For Entrepreneurship and Business Management N4

The Entrepreneurship and Business Management Subject is based on how to **apply knowledge** to real-life business situations or case studies. A case study often will ask you to **solve a problem**. The student will need to **organise information** and provide an **opinion** and **possible solutions** to the problem.

Case studies test the following skills:

- Reading and comprehension skills
- Knowledge of your content
- Analytical skills
- Critical thinking skills
- Reasoning skills

You must understand the theory content relating to the case study and be able to answer the questions by referring to the case study.

Some tips and guidance are given below on how to approach a case study.

## **IMPORTANT TIP!**

Have a pen or highlighter in your hand while reading the case study.



## ***How to approach a case study***

- 1.** Read through the case study once to get a sense of what is being asked and the context of the case study.
- 2.** Since the case study will be in the OPEN BOOK EXAM, identify the particular module that relates to the case study.
- 3.** Open your resources to that part of the syllabus.

4. Read through the case study again with a highlighter or pen in your hand. Underline or highlight important information that you will need to refer to in your answers. When reading the second time, take note of important information given in the case study.
5. Read through the questions that are being asked at the end of the case study to see what is expected of you.
6. Some of the information that you will need for your answers will be found in the case study and other information (answers) may depend on the content that you have studied for this exam.
7. Case studies often carry a high mark value so make sure that you spend enough time on your answers but be careful not to spend too much time on the answers. Make sure that your answer is clear and concise and addresses the question asked. Be careful not to put too much information in your answer that is not relevant to the question.
8. Read through your answers when you are finished to see if there is any additional information that could add value to your answer.

Refer to the FUTURE MANAGERS TEXTBOOK. There are many examples of Case studies in the textbook. Your lecturer will guide you with the completion of these Case studies.

A Case study is indicated below with examples of how to answer the case study. This case study comes directly from DHET External Examinations.

Take note of the notes in **RED** to guide you.

#### **CASE STUDY**

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

(Take note of the mark allocation for each question as this will guide you on how much detail is needed.)

#### **CELEBRATING AFRICA'S YOUNGEST ENTREPRENEURS**

(Remember to read through the case study once first and then read through a second time highlighting important concepts. Read through all of the questions before starting to answer the case study)

(Take note of the important concepts that have been highlighted)

(Take note that this case study is worth 50 marks out of 200 so it is important to be as detailed as possible without wasting too much time on extra information that does not directly answer the questions)

Born in the rural area of Mbale, Uganda, Andrew Mupuya moved to Kampala on a half-bursary to study at an advanced level. It later became a hurdle to cater to his needs while at school after his parents became unemployed. In 2008, at the age of 16, Andrew saw a market opportunity in creating paper bags.

As the Ugandan government leaned towards a ban on the use of polythene plastic bags, Andrew decided to venture into an environmentally friendly project of paper-bag production.

With no initial capital, Andrew cleaned the environment by collecting used plastic bottles and selling them to a plastic recycling plant. After he had raised his initial seed capital of 36,000 Ugandan shillings, he soon started making paper bags on a small scale while still in high school.

In 2010, Andrew registered his new company, Youth Entrepreneurial Link Investments (YELI). YELI is now the first locally registered paper bag and envelope-producing company in Uganda.

His business has grown to employ 22 people, the eldest of which is 53. YELI's customer base includes local hospitals, retail shops, roadside sellers, supermarkets, and major local flour-manufacturing companies like Maganjo Grain Millers and Akamai Foods.

YELI was the winner of a 2,6 million Ugandan shilling ILO business-plan competition. From his earnings, Andrew can pay for his bachelor's degree in commerce at Makerere University, pay salaries for his staff, and support his family in Mbale by opening up a distribution outlet of bags and envelopes for his mother to sell.

In addition to managing his growing enterprise, Andrew has found time to train over 500 individuals, mostly young people, on how to make paper bags through which 16 other projects have been set up.

His personal goal is to employ 60 people by 2015 and set up a paper bag-making plant to achieve the vision of a cleaner Africa. Andrew has now diversified his line to include gift bags.

He is the recipient of the 2012 FERD Award for Social Entrepreneur of the Year. He has been recognised by Tony Elemelu for the Tony Elemelu Prize in Business Award in 2014. In 2012 he won first place at the Anzisha Prize Awards, a competition that recognises and celebrates African entrepreneurs under the age of 22 years who are using business to solve problems in their communities.

[Source: www.anzishaprize.org]

- 1.1 Identify and discuss TWO merits of entrepreneurship concerning the information in the case study. (12)
- 1.2 Why did Andrew Mupuya start this business? Give TWO reasons. (2 × 2) (4)
- 1.3 Complete a SWOT analysis for YELI. Give TWO elements in each category. (16)
- 1.4 Identify statements from the case study that support the following qualities of an entrepreneur:
  - 1.4.1 Energy
  - 1.4.2 Organising (2 × 4) (8)
- 1.5 Write each of the following acronyms in full:
  - 1.5.1 SMME
  - 1.5.2 SARS
  - 1.5.3 VAT (3 × 2) (6)
- 1.6 Which creativity method did Andrew use to generate business ideas? Substantiate the answer. (4)

[50]

**Now we will look at ways in which you can answer this case study to gain maximum marks for your answers.**

### **ANSWERS (Refer to the notes in RED to guide you)**

- 0.1 • **To be recognised for your efforts** ✓✓
  - YELI was the winner of a 2,6 million-Ugandan shilling ILO business-plan competition ✓
  - He is the recipient of the 2012 FERD Award for Social Entrepreneur of the Year ✓
  - He has been recognised by Tony Elemelu for the Tony Elemelu Prize in Business Award in 2014 ✓
  - In 2012 Andrew won first place at the Anzisha Prize, ✓ a competition that recognises and celebrates African entrepreneurs under the age of 22 years who are using business to solve problems in their communities ✓
  - **To reap unlimited profits** ✓✓
    - From his earnings he is able to pay for his BCom. ✓
    - To pay staff salaries ✓
    - To support his family ✓

(12)

(Note that here you will need to refer to your content to find relevant MERITS of Entrepreneurship. Make sure that you refer to the section in your textbook to find TWO MERITS that will tie into the information from the case study. The answers under each MERIT are directly from the case study and were highlighted as important information when you went through the case study.)

- 1.2 He started his business to cater to his needs while at school after his parents became unemployed. ✓✓  
In 2008, at the age of 16, Andrew saw a market opportunity in creating paper bags as the Ugandan government leaned towards a ban on the use of polythene plastic bags ✓✓  
Andrew decided to venture into an environmentally friendly project of paper-bag production. ✓✓  
(2 × 2) (4)

(Write down at least 2 reasons in a full sentence to get the 2 marks per reason.  
All of this information is found in the case study)

- 1.3 **S** – Leadership skills, ✓✓ dedicated staff, ✓✓ Entrepreneurship qualities ✓✓  
**W** – Handmade paper bags require a large number of labourers which can be costly ✓✓ and there is a need for machinery, ✓✓ persuading people to change to paper bags ✓✓  
**O** – High demand for paper bags, ✓✓ market growth, ✓✓ additional product lines ✓✓  
**T** – Competition, ✓✓ government laws ✓✓ (16)  
(Make sure that you provide at least one for each SWOT.  
The marker will read all your answers so make sure you motivate and use content from the case study)

- 1.4
- 1.4.1 • With no initial capital, Andrew cleaned the environment by collecting used plastic bottles and selling them to a plastic-recycling plant. ✓✓  
• He raised his own funds at a very young age while he was still at school and started his paper-bag company. ✓✓
- 1.4.2 • Raised capital ✓✓  
• Registered the business ✓✓  
• Organised people to work in his to work in business ✓✓  
(Any TWO statements showing that he organised the resources to capitalise on the opportunities)  
(2 × 4) (8)
- (Note that all of these answers are in the case study and were highlighted as important information. Often the answers are in the case study and you just need to organise your answer and motivate yourself.)

- 1.5
- 1.5.1 Small, medium and micro-sized enterprises ✓✓  
1.5.2 South African Revenue Services ✓✓  
1.5.3 Value-added tax ✓✓ (3 × 2) (6)  
(These were not in the case study but are terms that you should know from your content)

- 1.6 Problem redefinition: ✓✓  
As the Ugandan government leaned towards a ban on the use of polythene plastic bags, ✓  
Andrew decided to venture into an environmentally friendly project of paper-bag production. ✓ (4)

(Note that here you will need to refer to your content to find a relevant creative idea. Make sure that you refer to the section in your textbook on creativity and innovation to find a method that will tie into the information in the case study)

**So now you have answered the case study and if you have given clear and concise answers, you could be achieving 50 marks towards your 150 marks for this paper which is 33 % achieved in answering one question.**

**Take care when answering your case studies as you can find many of the answers in the case study if you approach the question in the suggested way.**

### REMEMBER

There are other documents on the QR code that you can access that will give you a guide on how to answer an OPEN BOOK EXAM and also a list of quick page references to find the relevant information easily during the OPEN BOOK EXAM.