

UGANDA MARTYRS UNIVERSITY
FACULTY O SCIENCE
BACHELOR OF INFORMATION TECHNOLOGY
END OF SEMESTER ASSESSMENT
BSIT 63203 ENTREPRENEURSHIP EXAMINATION 2024

Date: 16th May 2024

Time: 2:00Pm to 5:00Pm

INSTRUCTIONS:

- i. Answer Four questions in all**
- ii. Question One is compulsory**
- iii. Use of practical examples is a must**

SECTION A



Siblings who own a piece of Kampala City

John Bosco Muwonge, Paul Lubega, John Ssebalamu, Haruna Ssegawa and Christine Nabukeera are siblings; these gentlemen owe a lot to their sister, Ms Christine Nabukeera, herself a property mogul in Kampala. A family of first generation real estate muloodi billionaires who own a significant part of Kampala City.

At Najjanankumbi, on the Kampala-Entebbe Road, there is an imposing piece of architecture. The unmissable building, called Freedom City, houses a hotel, children's play area, shops and an assortment of other businesses. Industry players say Mr John Ssebalamu, the owner of the building, spent an estimated \$30m (about Shs111b) to erect it. In the early 1980s, sources close to the family say the brothers worked closely together running businesses in Masaka. Mr Ssebalamu, the youngest of the lot, says they struggled together carrying banana clusters and coffee bags on their bicycles from the villages to the market in the peri-urban areas of Masaka.

Their sister, Ms Nabukeera, had already migrated to Kampala and saw no hope for her brothers trekking every day to sell perishable commodities in the urban areas. She helped them start an apparel shop in Masaka Township. "We would come to Kampala to buy apparel in bulk and go back to Masaka where we sold it in our retail shop," Mr Ssebalamu says.

They had to supplement their incomes by selling some of their apparel in flea markets. "We suffered in the flea markets, especially during rainy seasons," Mr Ssebalamu says. Given the nature of flea markets, they moved around major towns in the sub-region in search of clients, thus getting trade exposure and connections. They all married sisters.

They move to Kampala and continued with trading in apparel near Buganda Bus Park (now Qualicel). They started importing clothes from the Middle East and their businesses grew with time. Mr Ssebalamu found a gap in the city centre. Dozens of business people were used to operating in a one-old fashioned big shop that was poorly lit and congested. In the early 1990s, he bought a structure commonly known as Mini Price on Ben Kiwanuka Street and erected the first arcade in Kampala City. His brothers and sisters followed suit. At the time, there were several old properties that were being sold cheaply, but Ugandans didn't take interest in investing in them. The family members bought old properties and built arcades.

Today, Mr Ssebalamu owns Freedom City, Capital House, Naiga Chambers and several other properties. He also established a garment factory in Uganda, but it failed due to the burden of taxes and low incentives. He described failure of the garment factory as government neglect of indigenous investors. Among his immediate relatives, Mr Ssebalamu is considered to be the most approachable and tolerant to his tenants. While attending Mr Ssebalamu's wedding anniversary, Mr Godfrey Kirumira, the chairman of Kwagalana Group, an association that comprises Kampala property moguls, said he has never heard Mr Ssebalamu's tenants complaining about him.

His elder brother, Mr Muwonge, is considered to be one of the major landlords in the city centre, with properties dotted all over Kisenyi area, Kafumbe-Mukasa Road to Old Kampala and the Central Business District. In the city centre, he owns Premier Centre on Nabugabo Road, Superior Complex on Ben Kiwanuka Street, Kati Kati Plaza, Premium Centre Building, Boost Arcade, commercial structures for Buganda Bus Park and a dozen others. Two major taxi and bus parks in Kisenyi are owned by Mr Muwonge, and he has upgraded the once marshy areas to a new trading centre. He is now offering shops to tenants for three months without paying rent to attract business in Kisenyi. Mr John Kabanda, the chairman of Kampala New Generation Traders Association (KNGTA), says Mr Muwonge established one of the biggest shopping malls in Kisenyi called Gwanda and he has cut rent in addition to three months of free rent for new tenants.

"On Kafumbe-Mukasa Road, he constructed a building near Usafi Market in Kalitunsi area. Across the road, he bought part of the land owned by a Muslim faction and constructed an arcade. A few metres away, he bought a 1.2 acre piece of land on which the army veterans under Kampala Veterans' Development Association Limited (KAVEDA) had a market and established commercial structures. He also owns Namayiba Bus terminal and the

buildings that sandwich it. In the recent past, he has been involved in running battles with his tenants as they protest increases in rent. At one of his arcades near Arua Park on Ben Kiwanuka Street, a raise in rent resulted in a protest which ended in a shooting and that left one dead. But Mr Kabanda said Mr Muwonge has greatly improved his relationship with tenants. He owns Premier Centre on Nabugabo Road, Superior Complex on Ben Kiwanuka Street, Kati Kati Plaza, Premium Center Building, Boost Arcade, commercial structures for Buganda Bus Park and a dozen others

Their sister, Ms Nabukeera, is one of the few women in the city centre with shopping arcades in Kampala. Ms Nabukeera owns Kisekka Auto Centre Plaza, Victor Plaza in Kikuubo Business Hub, Nana Arcade in Nabugabo, among others. Like her brother Muwonge, she is tough on rent paid by her clients and would often raise it when the Uganda shillings slid against the dollars. Her tenants at Kisekka Market had to close their shops protesting increase of rent last year. Ms Nabukeera's response was that she had loans to pay.

Ms Nabukeera's brother, Mr Lubega and Mr Ssegawa, too have heavily invested in property in the city centre. Mr Lubega, who is the most reserved of all, has several buildings in Kisenyi and Kafumbe-Mukasa Road.

Mr Ssegawa, like his brothers, started by putting up a commercial structure in Kikuubo, a city business hub then bought properties and land outside the Central Business District, especially in Kisenyi. He has trained his children; Mr Hamis Kiggundu and Mr Haruna Ssentongo, into investing in property business.

Despite the successes and expansion, some of the family members have challenges, for instance paying back bank loans. Two years back, a City Bank attempted to auction Nabukeera's building over alleged failure to repay a loan. Given the family network, these relatives and their friends bail out each other financially and sometimes sell buildings to their members to offset debts and financial distress. The family members continue to work together (*Extracted from Daily Monitor*)

- a) Using Strategic window of opportunity show how the above siblings ;spot, locate measure, open and close the window (8 marks)
- b) Identify the factors which contributed to the rise and growth of the sibling's entrepreneurial journey. (7 marks)
- c) Show the competitive edge these siblings have over other traders in town (10 Marks)
- d) Devise practical tactics these entrepreneurs are using to strategically locate their businesses (10 marks)
- e) Propose practical techniques or lessons for fellow traders who are not siblings (5 marks)

SECTION B

Question Two

- a) Over the past few decades, entrepreneurship has gained amazing popularity not only in Uganda but also in the wider world. Briefly explain the Technological, Economic and political factors that have attributed to the growth of entrepreneurship in Uganda. (12 marks)
- b) Comment on the recent peaceful demonstration of the traders demonstration to Ugandas economy (8 marks)

Question Three

It was an interesting afternoon during "YIYA SENTE" KCCA program organized at the end of March this year. One of the re-known entrepreneurs amused the audience by saying "I am an entrepreneur but I do not know the type of entrepreneur I am, yet I have all the money and actually hold an honors degree in entrepreneurship".

- a) Assuming you were part of the congregation. Explain to this entrepreneur the different types of entrepreneurs so that he can know where he belongs. (10 marks)
- b) Using practical examples, what measures has the government of Uganda embarked on to promote entrepreneurship activities in local communities. (10 marks)

Question Four

Startups are needed by all entrepreneurs but challenges surrounding them make it difficult to be operational hence opting for other types of businesses like buyouts, mergers or franchise

- a) Identify the hindrances of the start up in Uganda today (10 marks)
- b) Discuss factors contributing to the emergency of franchise type of business in Uganda today (10 marks)

Question Five

One of the biggest challenges that entrepreneurs face in Uganda is failure of something special to engage in and shortage of finances to start and expand their businesses.

- a. Give any five sources of business ideas available for an entrepreneur to choose from.

(05

marks)

- b. Identify any three sources of finances that an entrepreneur can use to expand his or her business?

(06 marks)

- c. Describe the various ways an entrepreneur can undertake to attract and retain customers in the business.

(9 marks)

- c) Uganda today (10 marks)

Question Six

Cissy, Joan, Joel, Jarius and Victor would like to register their programming business as JVCs Programmers and to also solicit for financial assistance to run their company with branches in Kampala and Masaka however one of the urgent requirements is presentation of their business plan and articles of association which they have but would like further guidance on the same. They have contacted you for guidance;

- a) Educate them on the major content of the business plan (10 marks)
- b) Explain to them the advantages of having the document in (a) above

SUCCESS