

Examiner's Report
LEVEL II EXAMINATION - JANUARY 2025
(204) BUSINESS MANAGEMENT

This question consists of 15 sub-sections. The total marks allocated for question number one is 25. This question paper comprised of three Sections – **A**, **B** and **C** consisting of 07 compulsory questions.

SECTION A

Question No. 01

Question 1 consists of fifteen (15) OTQs. Questions were presented covering all sections of Business Management subject.

In the case of sub questions **1.1** to **1.5** the correct answer had to be selected and the number of the selected answer was to be written in the answer booklet. Majority of the candidates were able to select correct answers. Due to the minimal knowledge about the subject, some Candidates had messed up in selecting correct answers which they had earned low marks. It is also observed that some candidates have written full answers in words despite mentioning the correct number of the answer. There were very few candidates who had forgotten to write answers on the answer booklet which they lost marks to that section.

With regard to sub question numbers **1.6** to **1.10** candidates had to select the correct answer from two answers given in brackets and write it in the answer booklet with the question number. Majority of the Candidates had provided correct answers for this section as well. There were cases where a small number of Candidates had written 1 or 2 instead of correct answer in words without paying attention to the given instructions.

Candidates were requested to write short answers in the answer booklet with the number assigned to the sub questions **1.11** to **1.15**.

- 1.11** Candidates had to list, two requirements of a successful brand. Although majority of candidates had attempted, few had earned full marks by providing correct answers such as Easy to recognize clarity, Patience, Relevance, Reliable, Products or Services, etc.
- 1.12** It was asked to state two automation technologies used in operational management. Most candidates had successfully answered the questions with their general knowledge.
- 1.13** The question was asked to state two characteristics of the Japanese Management Style. It was observed that many candidates had failed to provide satisfactory answers.
- 1.14** It was asked to state two disadvantages of digital marketing. Majority of candidates had given successful answers for this question.
- 1.15** It was required to state two objectives of reward management. Most of the candidates had provided correct answers, such as attract and retain talent, motivate employees, enhance job satisfaction, ensure quality, etc.

Overall performance for this question was at a satisfactory level.

SECTION B

This section comprised of 05 compulsory questions each carrying 10 marks with a total of 50 marks. The performance level of majority of the candidates for these 5 questions was at an average level. It was noted that some candidates had not written answers for some of the questions and few candidates had given unsatisfactory answers for some of the questions.

Question No. 02

This question comprised with three (3) parts **(a)**, **(b)** and **(c)**.

- (a)** Candidates had to list four (4) challenges faced by managers in the present uncertain environmental context. An average number of candidates had answered well and scored full marks. Some candidates had messed up challenges with competencies without understanding the question properly. But, some candidates had used their general knowledge in answering this question and earned marks.
- (b)** The question required to explain how the Equity Theory of Motivation can be used to gain the maximum output from the employees in a newly started IT firm. It was observed that limited number of candidates have succeeded to obtain full marks. Some had given various answers which were not in par with the question.
- (c)** “Bureaucratic Management Theory is the most suitable management approach for a modern IT firm” candidates were expected to explain whether they agree with the above statement. It was noted that precise answers were limited. Some has just indicated “Agree” or “Disagree” without reasoning out. Only few Candidates scored full marks for this question.

Overall performance for this question was at a poor level.

Question No. 03

This question comprised with two (2) parts **(a)** and **(b)**.

- (a)** The question required to the explain three (3) reasons why planning is important for an organisation. Majority of candidates had given successful answers. Very few candidates had failed to earn allotted full marks as they have mentioned only the point without explaining.
- (b)** It was required to state four (4) barriers of planning that might be faced by **Sarah's** firm as per the given scenario. Satisfactory performance level was observed for this question. Certain candidates had provided irrelevant answers without understanding the question properly.

Overall performance for this question was at a satisfactory level.

Question No. 04

This question comprised with parts **(a)**, **(b)** and **(c)**.

- (a)** This part required to explain two (2) importances of organizing for **Green Tec (Pvt) Ltd.** as per the given scenario. Many candidates obtained the allotted full marks providing successful answers such as Specialization, Efficiency, Clarity in Roles, Effective resources allocation, etc. There were very few who had failed to answer this section.
- (b)** It was requested to explain two (2) barriers of effective delegation of authority. Performance for this question was at a satisfactory level. Those who explained Lack of Trust, Fear of Loosing control, Absence of Control, etc. earned marks.
- (c)** It was asked to list two (2) advantages of Matrix Structure. Majority of candidates had not answered this part. Candidates were unable to score due to uncertainty or lack of knowledge about the Matrix Structure.

Overall performance for this question was at an average level.

Question No. 05

- (a)** Candidates were asked to explain two (2) reasons why communication has become a vital function in the modern business organization. Considerable number of candidates have explained why communication is needed without applying its importance for modern business organization accurately. Few number of candidates have written excellent answers and scored full mark. If the Candidates had practiced past question papers they could have scored a higher mark.
- (b)** It was required to state two (2) advantages of informal communication for an organization. Instead of stating advantages of informal communication some candidates have mentioned advantages of formal communication due to poor attention on the question.
- (c)** Candidates were requested to explain two (2) innovations in Human Resource Management in today's context. Majority have mentioned IT related innovations by neglecting other types.

Overall performance for this question was at an average level.

Question No. 06

This was a question set to test the candidates' knowledge on, "Strategic Management" and "Change Management" under sub sections **(a)**, **(b)** and **(c)**.

- (a)** It was required to explain two (2) roles of strategy for Future Tech (Pvt) Ltd as per the given introduction to the question. It was observed that the answers of majority of the candidates were not satisfactory. Lack of knowledge and understanding was seen in providing answers.
- (b)** It was asked to state two (2) characteristics of a good strategy. Very limited number of candidates had provided satisfactory answers such as Cleared Concise, Flexible, Novelty, Deceptive, Cost Effective, etc.

- (c) It was required to explain two (2) forces of change. Majority of the candidates had provided poor answers and they could not earn marks for this part. If they had used the Self-study Text they could have earned a good mark.

Overall performance for this question was at an average level.

SECTION C

Question No. 07

Questions were based on the case study. The question has been set to test how candidates draw connections among ideas to solve problems and to see how they apply knowledge to new situations. The question consisted of 5 sub parts.

- (a) Candidates were asked to explain three (3) ways how **Ann's** leadership style at **Sunshine (Pvt) Ltd.** contributes to fostering a collaborative culture and driving innovation among employees. Many candidates had written accurate answers for this part. Few candidates had emphasised on characteristics of a leader without understanding the question.
- (b) It was asked to explain three (3) reasons why branding is important to **Sunshine (Pvt) Ltd.** Satisfactory performance level was observed for this question. Candidates could answer this part by their practical knowledge on the marketing environment.
- (c) It was asked to state four (4) reasons why induction is important for **Sunshine (Pvt) Ltd.** This part mainly relates to Human Resources Management part of the curriculum. Satisfactory performance level was observed for this question by the majority of candidates.
- (d) It is required to explain how the position audit is an important activity in strategic planning process of **Sunshine (Pvt) Ltd.** Many candidates have provided irrelevant points without having an idea of "Position Audit". Some candidates have written descriptive answers about financial audit. A very few candidates obtained the allotted full marks for this section.
- (e) It was required to state five (5) principles of Total Quality Management (TQM). Unsatisfactory performance level was observed for this part. Many candidates have failed to attempt this section too. Those who earned marks had stated correct answers such as Customer Focus, Total Employee Involvement, Process Approach, Communication, Integrated System, etc.

Overall performance for this question was at an average level.

Common factors to be considered in order to improve the level of understanding and competency level of the candidates:

- (1)** Go through the syllabus/study pack thoroughly.
- (2)** Upon receiving the question paper, read instructions carefully (Extra time allocated for this purpose).
- (3)** Candidates should read the question several times and understand what needs to explain. When a direct answer is expected answers should be precise. Writing unnecessary explanations and details should be avoided.
- (4)** Answers should be in one language only. This is the language to be used when applying to the examination and answers to each question number should begin in a new page of the answer booklet.
- (5)** Manage the time efficiently at the examination.
- (6)** Before handing over the answer booklet to check twice that all question numbers and the Index Number is written correctly.
- (7)** The “Action Verb Check List” is included at the end of the question paper. Each question other than OTQs; begin with an Action Verb. Candidates should write the answers based on the definition given in that list.
- (8)** Ensure that the handwriting is at a legible level and question numbers are properly stated for each of the answers.
- (9)** Reading of Self-Study Text published by AAT, Articles and Magazines, etc. is desirable.
- (10)** Study and practice answering past question papers and Pilot Papers in order to improve knowledge.
- (11)** Face the examination positively with a firm determination of passing it.

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