

Examiner's Report
AA2 EXAMINATION - JANUARY 2020
(AA26) BUSINESS MANAGEMENT & STRATEGY

This question paper comprised of 4 parts – **A, B, C** and **D** with 10 compulsory questions.

SECTION A

Objective Test Questions (OTQs)

Question No. 01

Question 1 consists of ten (10) compulsory questions. Each question is for 2 marks and for 20 marks in total.

It was necessary to select the most appropriate answer for question No. **1.1** to **1.5**, and write the number of selected answer in the answer booklet. This time it was noted that answers had been written following the instructions properly. It was observed that only a few had not paid attention to the instructions and provided the answers. A few had written the selected answers in the question paper instead of writing in the answer booklet.

As regards question No. **1.6** to **1.10**, it was required to write in the answer booklet whether each of the given statement was True or False. Majority of the candidates had correctly followed the instructions and written the answers. It was seen that a few had used "**√**" and "**x**" marks instead of writing True or False.

Overall performance for this question was at a satisfactory level.

SECTION B

This section comprised 05 questions each carrying 5 marks with a total of 25 marks.

Question No. 02

This question relating to communication. The objective of the communication would be effective when it received to the real receiver and he has understood in a manner the sender expected.

Part (a) of this question set to state three advantages of effective communication in an organization. This question was easy to obtain marks. It could be obtained allocated marks if any candidates had written any appropriate three reasons. Although majority of candidates had earned full marks writing answers successfully. Some candidates had written 1 or 2 advantages and they couldn't earn allocated marks.

Part (b) of the question required to explain two barriers to effective communication. It was noted that some candidates had mentioned barriers but not explained.

Overall performance for this question was at a satisfactory level.

Question No. 03

This question set to explain three components of a system as per the system theory. Majority of candidates had understood the question and had provided satisfactory answers to this question. However, very few candidates had not understood the question properly and it was noted that they had not prepared for the exam. There were instances some candidates had not attempted to this question.

Overall performance for this question was at a satisfactory level.

Question No. 04

This question required to explain three reasons for resistance to change by employees. Majority of candidates had satisfactorily explained the reasons and earned full marks.

It was noted that the reasons for resistance to change were not presented in separate points by some candidates but they had explained all in one paragraph. Then it proved that those candidates had not understood the question properly. However, higher marks had been earned by majority of candidates.

Overall performance for this question was at a satisfactory level.

Question No. 05

This question set to state the five elements of the cultural web. Majority of the candidates had earned less marks. There were few candidates who had obtained full marks. It was noted that majority of candidates had not properly studied and understood the question. Some candidates who had extracted the word from the question and written as answer by the words such as history, production, market, technology and strategies. Some candidates had written history, believes, attitude which describe the culture as elements of the cultural web.

Overall performance for this question was at a poor level.

Question No. 06

This question requires to explain the relationship between culture and strategy. It was noted that the majority of candidates had not provided satisfactorily answers. Question had not been understood by the candidates correctly and the understanding that the answer is presented were in poor level. Some candidates had defined culture and strategy separately and its relationship had not been explained. Therefore, it was in a poor level that earning marks by those candidates. However, there were instances that only few candidates had provided satisfactory answers.

Overall performance for this question was at an average level.

SECTION C

The 03 compulsory questions of this section carried a total of 30 marks at 10 marks each of the questions. The overall performance for this section, on the whole, was at a satisfactory level.

Question No. 07

This was a question set relating to organizational structure. **Part (a)** required to explain steps of organizing process and **Part (b)** expected to explain two benefits of a good organizational structure.

Majority of candidates had understood the question properly and presented satisfactory answers and earned marks. There were instances, some candidates had defined the organization and presented the irrelevant answers in lengthy. For **Part (b)** some candidates had explained organizational process without presenting the benefits of a good organizational structure.

Overall performance for this question was at a satisfactory level.

Question No. 08

This question consisted of 2 parts. **Part (a)** required to explain the Maslow's Needs Hierarchy Theory and while **Part (b)** expected to explain two signs which indicate that employees are motivated.

It was adequate to obtain full marks, describe the 5 needs in brief giving examples or by drawing diagram. Majority of candidates had provided satisfactory answers and earned full marks. It was noted that psychological need had been identified as one of the need of a Maslow's Needs Hierarchy Theory by some candidates. Those needs should not be given separately. They had not understood that psychological need had been included under safety needs. Further, it was noted that some candidates had not identified the order of satisfactoring the needs of hierarchy theory.

For **Part (b)**, there were only limited candidates who had presented complete and correct answers. It was noted that some candidates had mentioned sub points which are under main signs which indicate that employees are motivated. Some limited candidates had written characteristics of motivation of employees.

Overall performance for this question was at a satisfactory level.

Question No. 09

This question was on leadership. **Part (a)** required to discuss 3 reasons why leadership is important for an organization and **Part (b)** required to explain 2 sources of power available for a leader.

Most of the candidates had provided satisfactory answers and explained well for **Part (a)**. Very few candidates had written difference between Leader and Manager. However, 99% of candidates had provided satisfactory answers. Most of the candidates had provided answers using their general knowledge on importance of leadership. It was noted that this part of the question is a question which can answer in practical way.

Satisfactory answers were given for **Part (b)** which was on sources of power available for a leader. Majority of candidates had mentioned coercive power and reward power as answers and there were only few candidates who had failed to give correct answers. There were majority of candidates who had earned full marks providing correct answer.

Overall performance for this question was at a satisfactory level.

SECTION D

Question No. 10

This is a case study question. This has been set to test how theoretical matters applied to the given scenario. The question consists of 5 parts **(a), (b), (c), (d)** and **(e)**.

Part (a)

This part required to discuss how the environment could impact the operations of **Supiri (Pvt) Ltd.** using SWOT analysis. This part was set to easily understand the candidates. It was required to identify the strengths, Weaknesses, opportunities and threats by the question itself and give 2 reasons for each point. Majority of the candidates had earned full marks providing the satisfactory answer. However, it was noted that few candidates had provided reasons which is not relevant to the given scenario.

Part (b)

This part required to explain 3 reasons why effective decision making is important for **Supiri (Pvt) Ltd.** The candidates who had not explained the facts were not able to get full marks. Majority of the candidates had provided satisfactory answers but it was noted that few candidates' performance were at a poor level.

Part (c)

This part required to state 2 advantages of group decision making. It was adequate to extract the reasons from the given scenario. Explanation were not required. However, there were instances, detailed answers were presented by some candidates.

Part (d)

This part required to explain 3 benefits to given organization having a good controlling process. It was adequate to identify the benefits analyzing the environment of given scenario. Considerable number of candidates had provided correct answer.

Part (e)

This part required to state 3 ways how the relevant organization can create an ethical climate. Considerable number of candidates had provided satisfactory answers using the theoretical knowledge in to given scenario.

Overall performance for this question was at a satisfactory level.

- - -

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

1. Study the syllabus well.
2. When you receive the question paper read the instructions carefully (Use extra time allocated for this purpose).
3. Candidates should carefully read the question and understand what is required. When a direct answer is expected and writing unnecessary explanations and details should be avoided.
4. Manage the time efficiently at the examination.
5. Before handing over the answer booklet check twice that question numbers and your Index Number had been written correctly.
6. 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.
7. Ensure that the handwriting is at a legible level and question numbers are properly stated for the answers.
8. Reading of Self-Study Text, Articles and Magazines, etc. is desirable.
9. Study and practise answering past question papers in order to improve your knowledge.
10. Face the examination well prepared with a firm determination of passing.

- * * * -