

Examiner's Report
LEVEL II EXAMINATION - JULY 2022
(204) BUSINESS MANAGEMENT

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. Total marks for the question number one is 25. Questions were presented covering all sections of Business Management syllabus.

In the case of sub questions **1.1** to **1.5** the most appropriate answer had to be selected and the number of the selected answer was to be written in the answer booklet. Marks reserved for this section is 10. Majority of the candidates had selected the correct answer. Due to the minimal knowledge about the subject some students had messed up in selecting correct answers which they had obtained low marks.

With regard to sub question numbers **1.6** to **1.10** it was required 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 students had provided correct answers for this section as well. There were cases where a small number of students wrote number 1 or 2 instead of correct answer without paying attention to the given instructions. Five marks could be obtained, one for each question.

Candidates were requested to write short answers in the answer booklet with the number assigned to the sub questions **1.11** to **1.15**. Maximum marks could be obtained is 10.

- 1.11** Candidates were asked to explain, the difference between efficiency and effectiveness briefly. Although majority of candidates had described the difference between efficiency and effectiveness, only few had explained efficiency as “doing the things right” and Effectiveness as “doing right things”.
- 1.12** It was required to explain two supportive activities of Porter’s Value Chain. It was revealed that majority of candidates had failed to provide satisfactory answers. Some candidates have omitted to write the answers and the answers of the candidates who have given the answers are also wrong. This is a question that could have obtained marks comfortably.
- 1.13** It was asked to state two benefits that can be achieved through training in an organization. Most candidates have answered successfully. Marks were given for all every acceptable answers.
- 1.14** The question was set to identify the main functions of the management process. Majority of candidates have obtained marks successfully.

1.13 It required to state two characteristics which differentiate the human resources when comparing with other resources in an organization. Most of the candidates had written the correct answer. Few other had mentioned functions of human resource management.

Overall performance for this question was at the 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 satisfactory. It was noted that some candidates had ignored writing answers for some of the questions and few candidates had given unsatisfactory answers for some of the questions.

Question No. 02

This Question comprised of parts, **(a)** and **(b)**.

- (a)** It was requested to state four (04) reasons as to why management is important for an organization. Majority of candidates had answered well and obtained full marks. Instances were observed in which it had been clearly explained the importance of management in the perspective of manufacturing businesses, Import and export businesses. However, some candidates have provided detailed answers without paying attention to the instruction to “state the reasons”
- (b)** The question required to explain three (03) challenges faced by managers in Sri Lanka with current economic issues. It was observed that candidates have given accurate answers after analyzing current political, economic and social condition in the country. Candidates have answered successfully and scored the marks for this question.

Overall performance for this question was at the satisfactory level.

Question No. 03

This was a case-study based question. This question focused on the factors that an organization should consider when making decisions. This question comprised of **parts (a), (b) and (c)**.

- (a)** It was tested to List two (02) different group decision-making techniques that the CEO of the given organization could have implemented.

Majority of candidates failed to list two different group decision-making techniques. The answer of many applicants was that decisions should be made after negotiations. Very limited number of candidates only had able to earn allotted two marks.

- (b)** It was required to explain three (03) ways how information is important in making decisions of the company. Only limited number of candidates had explained the information is important in making decisions. Majority of candidates failed to list two different group decision-making techniques. The answer of many applicants was that decisions should be made after negotiations. Very limited number of candidates had only able to earn allotted two marks. Certain candidates had provided answers by explaining the functions of the information.

- (c) It was required to identify two (02) advantages of Business Process Reengineering (BPR). Candidates who provided relevant points obtained were earned maximum marks successfully.

Overall performance for this question was at the satisfactory level.

Question No. 04

This was a question based on operational management and planning and control in operations. This question comprised of **parts (a), (b) and (c)**. Total 10 marks.

- (a) This part required to explain the relationship between planning and controlling. Although it is possible to obtain marks very easily by explaining the relationship between planning and controlling only a very few candidates obtained the allotted marks providing successful answers.

- (b) The question was set to state three (03) key functions of Operations Management for success of an organization. It was observed that the performance for this question was at a poor level.

Average number of candidates obtained the allotted marks and many instances of majority of candidates not provided answers to this question were observed. Even those who attempted the question, failed to obtain full marks. Some candidates had provided answers without understanding the question

- (c) It was tested to explain two (02) strategies that can be used to manage supply chain of a business organization. Majority of candidates have submitted extremely poor answers for this question. Only few candidates had stated the strategies without explaining.

Overall performance for this question was at a poor level.

Question No. 05

It was expected to test the knowledge of candidates in human resource management in theoretical and partial aspect as well as the knowledge of the current economic situation. It was a very timely question. Total 10 marks.

- (a) The question was set to explain three (03) reasons why functions of HRM are important for a manufacturing organization.

It was a question that can be answered using both theoretical and practical knowledge. Candidates were successful in answering this section. Majority has explained the importance of the functions of human resource management and obtained the marks. Certain number of candidates have written excellent answers by using their practical experience.

- (b) The question tested the reasons for the importance of Employees' Welfare Management. Since welfare is something very close to a business as well as day-to-day life, the candidates had written answers well based on practical experience. Because the importance of welfare was highlighted in the prevailing Covid situation, successful answers were written based on the experience of the Covid period.

Overall performance for this question was at the satisfactory level.

Question No. 06

This was a question set to test the candidates' knowledge on "Target Market", "Branding" and "Digital Marketing" (a), (b) and (c). Total 10 marks.

- (a) It was required to explain two (02) requirements for a successful brand. It was observed that obtaining of marks was at a very low level as the answers of majority of the candidates were not satisfactory. Only a very few candidates obtained the allotted marks. Lack of knowledge and understanding was seen. It was also revealed that the subject matters have not been properly studied.
- (b) The question was set to state two (02) targeting strategies used in marketing. Very limited number of candidates had only provided satisfactory answers and obtained marks. Those appeared to have been due to lack of understanding in the areas of segmentation, targeting and positioning.
- (c) It was required to explain two (02) methods of digital marketing. Majority of the candidates had provided satisfactory answers. Majority of the candidates had sound knowledge and understating in this area.

Overall performance for this question was at the average level.

SECTION C

Question No. 07

This is a case study question. Total marks allocated were 25. The question has been set to test how theoretical matters would be related to the given scenario by the candidates. The question consisted of 5 parts (a), (b), (c), (d) and (e).

- (a) The question has been set to state four (04) leadership excellence factors needed for the success of modern leaders. It is not necessary to explain the while question is asking to mention four leadership excellence factors. Instead of writing leadership excellence factors, the majority of candidates had presented the characteristics of a leader. It was appeared to have been due to lack of understanding of this question by candidates.
- (b) It was asked to explain how to use the Two Factor Theory for employee motivation in the "Trial" institution. Here, Two Factor Theory should be explained theoretically. Majority of the applicants had provided answers regarding motivation instead of Two Factor Theory. Most of the candidates had not been able to obtain marks as a result of unsatisfactory answers. Although the answer should be explained, the explanations were unsuccessful. Certain candidates had written about the Two Factor Theory they were unable to build the interrelation between motivation and the Two Factors Theory.
- (c) It was asked to explain two (02) different bases of market segmentation that "Trial" can implement. Unsatisfactory performance level was observed for this question. An easy question where candidates can earn marks easily. It seems that the theoretical knowledge about marketing should be developed.

- (d) It is required to explain three (03) characteristics of a good strategy that “Trial” needs to be considered. When explaining the characteristics of a good strategy, it was found that many irrelevant points were written. It is important to write facts related to the question. Merely writing descriptive answers will not get marks. Only a very few candidates obtained the allotted marks by explaining characteristics of a good strategy.
- (e) The question was set to explain three (03) ways by which Samantha can encourage employees to accept the change in “Trial”. The understanding on the concept of “Change” was very low. Hence, unsatisfactory performance level was observed for this question. Two types of answers were found as ways to motivate change and ways to induce change

Overall performance for this question was at an ordinary 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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