

**Examiner's Report**  
**LEVEL II EXAMINATION - JULY 2024**  
**(204) BUSINESS MANAGEMENT**

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

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. Majority of the candidates had selected the correct answer. 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 of mentioning the correct number of the answer.

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 state, two key challenges that managers encounter in contemporary business environment. Although majority of candidates had attempted correctly few had failed to mention the correct answers.
- 1.12** When explaining the meaning of productivity. It was observed that many had failed to provide a satisfactory answer.
- 1.13** It was asked to identify the basic Marketing Mix. Most candidates have mentioned 4Ps and earned marks.
- 1.14** Candidates were supposed to briefly explain what is meant by Change Management. Considerable amount of candidates have failed to do so.
- 1.15** It required to state two reasons for resistance to change by the employees. Most of the candidates had written the correct answers such as uncertainty, loss of control. Lack of trust, increased work load.

**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 a satisfactory level. 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 with three (3) parts **(a)**, **(b)** and **(c)**.

- (a)** It was requested to state the meaning of planning. Majority of candidates had answered well and obtained full marks.
- (b)** The question required to explain three (03) reasons why information is important in decision making. It was observed that candidates have given various answers which were not related the question. Further, it was observed that candidates have got low marks for this part due to misinterpretation of the question.
- (c)** Two (02) advantages of divisional structure to be stated. Majority had obtained allocated marks for this section by providing accurate answers.

**Overall performance for this question was at a poor level.**

### **Question No. 03**

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

- (a)** The difference between authority and power should required to be explained. Majority of candidates had given successful answers. Very limited number of candidates had failed to earn allotted four marks.
- (b)** It was required to identify two (02) competencies required for a Finance Manager with new technology. Only limited number of candidates had answered this to get allocated two marks. Certain candidates had provided answers without understanding the question on new technology.
- (c)** It was required to explain two (02) importances of having an effective communication process in implementing cutting edge financial technology system. Candidates who provided relevant points were earned maximum marks successfully.

**Overall performance for this question was at a satisfactory level.**

### **Question No. 04**

This was a question based on operations management and supply chain management. This question comprised of parts **(a)**, **(b)** and **(c)**.

- (a)** This part required to explain two (02) functions of operations management other than supply chain management. Although it was possible to obtain marks very easily, only very few candidates obtained the allocated marks providing successful answers. There were many candidates who had explained Supply Chain Management without reading the question accurately.

- (b) The question was to explain two (02) importances of effective supply chain management. It was observed that many candidates had quoted the question paragraph as the answer for this section. The performance for this question was at a satisfactory level.
- (c) It was requested to state two (02) differences between goods and services. Majority of candidates had submitted correct answers for this question.

**Overall performance for this question was at an average level.**

### **Question No. 05**

It was expected to test the knowledge of candidates in human resource management and organisational behaviour.

- (a) The question was set to explain three (03) reasons why HRM is important for an 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 human resource management and obtained full marks. Certain number of candidates have written excellent answers by using their practical knowledge.
- (b) Candidates were asked to state 04 (four) benefits of the organisational behaviour to an organisation.

**Overall performance for this question was at the satisfactory level.**

### **Question No. 06**

This was a question set to test the candidates' knowledge on, "Segmentation and Positioning", "Digital Marketing" and "Differentiation Strategy".

- (a) It was required to explain the difference between segmentation and positioning. It was observed that obtaining of all three 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 allocated marks. Lack of knowledge and understanding were seen in providing definitions.
- (b) They had to explain 02 advantages of digital marketing for business. Very limited number of candidates had only provided satisfactory answers to obtain marks. Those appeared to have been due to lack of understanding.
- (c) It was required to explain what is meant by differentiation strategy. Majority of the candidates had provided poor answers.

**Overall performance for this question was at a poor level.**

## SECTION C

### **Question No. 07**

Questions were based on the case study. The question has been set to test how theoretical matters can be analysed by the candidates. The question consisted of 5 parts **(a), (b), (c), (d)** and **(e)**.

- (a)** The question has been set to explain three reasons (03) why the effective leadership is important. The marking panel decided to allocate 03 marks for mentioning reasons and the balance three marks for explaining the same. 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 03 (three) ways how the revamped training and development programs contribute to enhance employee competencies and fostering innovation. Here, there were many candidates who had emphasised on training and development only where answers were very poor.
- (c)** It was asked to explain three (03) d benefits to the airline using repositioning its brand to attract diverse customer base. Satisfactory performance level was observed for this question. Significant number of candidates has managed to get allocated marks. It seems that general knowledge about branding has applied by many candidates.
- (d)** It is required to explain why the environmental analysis is important for Strategic Planning Process of the airline. When explaining, it was found that many irrelevant points were written. Without relating SWOT, PEST and PESTEL it is important to write facts related to the question. Merely writing descriptive answers will not help to get marks. Only a very few candidates obtained the allotted full marks by explaining it accurately.
- (e)** Candidates were expected to identify three (03) key strategies which were developed in different management levels of the Peacock Airlines. The understanding on types of strategies were very low. Hence, unsatisfactory performance level was observed for this part. Many candidates have misunderstood management levels and strategies.

**Overall performance for this question was at an ordinary level.**

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**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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