

Examiner's Report
LEVEL II EXAMINATION - JULY 2026
(2804) 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 was 25. Questions were extracted covering most sections of the Business Management syllabus.

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 to obtain 10 Marks. Although almost all the candidates had responded for this question, average number of candidates had selected all correct answers to **1.1 to 1.5**. Also, observed that some candidates had written answers in words without mentioning the answer number.

With regard to **1.6 to 1.8** candidates had to state **True** or **False** for the given statements. 1 mark each for three statements. Majority had provided correct answers.

1.9 and **1.10** candidates had to select the correct answer out of two answers given in brackets to obtain 2 marks. Majority were able to provide correct answers for these two questions.

Candidates were requested to write short answers, to the sub questions **1.11 to 1.15**. But, some candidates have written unwanted details which had no relevance. There were many alternative answers for this 05 questions:

- 1.11** Candidates had to state, two signs of demotivated employees which majority of candidates were able to mention accurate answers such as continuous delays or absentees, lack of commitment of work, loss of productivity & efficiency.
- 1.12** When explaining the meaning of “Branding”, we observed some had failed to state the meaning accurately. This is a direct question from Study Text.
- 1.13** The difference between “Authority” and “Responsibility” was clarified correctly by majority of the candidates.
- 1.14** Candidates were supposed to state two attributes of a good strategy. Though many had captured the meaning of it, few were unsuccessful with an acceptable answer. The candidates who scored the marks mentioned, Novelty, Intelligent, Clarity, etc.
- 1.15** It required to state two objectives of HRM. Majority of the candidates had written correct answers.

Overall performance for this question was at 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.

Question No. 02

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

- (a)** It is requested to State 02 parameters of a successful change for **ABC Foods**. Most of the candidates were unable to mention the correct answer for this. Simply their knowledge on this area was very poor. Those who obtained marks were mentioned the need for charge confirmation and resources.
- (b)** It was requested to explain 02 importance of planning for **ABC Foods**. Answers were in par with the marking scheme and there were plenty of alternative answers were given using the candidates general knowledge.
- (c)** Requested to explain 02 importance of organizing to **ABC Foods** that would help to manage changes effectively. Many candidates were able to obtain allocated 4 marks for this section.

Overall performance for this question was at satisfactory level.

Question No. 03

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

- (a)** The relationship between organizational strategy and organizational structure using the scenario should have explained. Majority of candidates failed to attempt this question. Even out of who attempted to answer only very few was has succeeded. We observed that many candidates had no clue regarding the questioned relationship.
- (b)** It was required to explain 02 leadership excellence factors that can help the CEO as a successful leader of **ABC Finance Ltd**. Most had given proper answers to obtained full marks. It has explained that inspire and motivate others, display high integrity and honestly, analyse issues and solve problems, Drive for results.
- (c)** 02 barriers to effective communication faced by **ABC Finance Ltd**. should have stated. This should have answered from the given scenario. But, majority of the candidates were unable to trace it out. Candidates who provided alternative relevant answers.

Overall performance for this question was at an average level.

Question No. 04

Question comprised of parts (a), (b) and (c) for 10 marks.

- (a) Candidates were asked to explain 02 key functions of operations management of **Trans Move Logistics**. Although, it was possible to obtain marks very easily, limited number of candidates were managed to obtain the allotted full marks providing successful answers. There were many candidates who had provided incorrect answers without understanding the question accurately.
- (b) 02 impacts of new technology on the operations of **Trans Move Logistics** to be explained. It was observed that majority of the candidates had provided acceptable answers for this section.
- (c) It was asked to State 02 new technologies that can be used in operation management of **Trans Move Logistics**. Majority of candidates had written Robotic and AI technology and others with incorrect answers for this section.

Overall performance for this question was at a satisfactory level.

Question No. 05

HRM related question with subsections (a), (b) and (c) for 10 marks.

- (a) 03 importances of Human Resource Management for **Fresh Bite Foods** to be explained. It was a question that can be answered directly from the study pack. Limited number of candidates were successful in answering this section to obtain full marks. Some had only mentioned facts without explanation. Another set of candidates had no idea in matching the answer to the given scenario.
- (b) Candidates were asked to state 2 training methods that can be applied to **Fresh Bite Foods**. Answers were not in par with the marking scheme and observed that the knowledge most candidates had about training methods was poor.
- (c) It was asked to state 2 innovations that can be considered for Human Resource Management of **Fresh Bite Foods**. Majority of candidates had mentioned AI technology as an innovation.

Overall performance for this question was at a satisfactory level.

Question No. 06

This was a question set to test the candidates' knowledge in Supply Chain Management. Question comprised of parts (a), (b) and (c) for 10 marks.

- (a) It was required to state 02 strategies that Green **Harvest Agro Ltd.** can use to manage the supply chain. Lack of understanding the question noted as the answers of majority of the candidates were not satisfactory. Only a very few candidates obtained the allotted full marks.
- (b) 02 importances of an effective supply chain management to Green **Harvest Agro Ltd.** to be explained under this section. Candidates had written general answers with their general knowledge.
- (c) 02 pricing methods to be explained that Green **Harvest Agro Ltd.** can use to attract customers and increase sales. Majority of the candidates had provided poor answers. We noted that some had no clue with regard to pricing methods.

Overall performance for this question was at an average level.

SECTION C

Question No. 07

Questions were based on a case study. Total marks allocated were 25. The question has been set to test basic knowledge of business managerial aspects of candidates. Case study was based on mid-sized shipping and logistic company operating across several countries in the Middle East. As instructed, we considered alternative answers when marking. The question consisted 6 parts (a), (b) (c), (d), (e) and (f).

- (a) Candidates were supposed to explain 02 key skills, as explained by Robert L. Katz, required by managers at different levels. Only limited number of candidates were managed to get allocated full marks. Some candidates had just mentioned skills without elaborating on those.
- (b) 02 elements of the marketing mix used by **Desert Wave Logistics Ltd.** to be explained. Obtaining all 06 marks for this part were rare in all three mediums.
- (c) 04 advantages of digital marketing for **Desert Wave Logistics Ltd.** should have stated. Satisfactory performance level was observed for this question. The majority has managed to get allocated 04 marks. Though Digital Marketing is famous in this era, some candidates were poor in providing correct answers.
- (d) 03 ways to encourage employees to accept the change of Desert Wave Logistics Ltd. to be stated. Lack of knowledge about the change management reflected among many candidates. Obtaining full marks were lacking for this section. Merely writing descriptive answers will not help to get marks. Same outcome with the Tamil medium scripts too.

- (e) Candidates were expected to identify 02 external factors that may influence **Desert Wave Logistics Ltd.’s** strategy and explain how each factor could impact strategic decisions at **Desert Wave Logistics Ltd.** Answers provided was at a poor level. Many had failed to provide the reasons for their answers. Some had just written facts which had no relevance to the question.
- (f) 04 benefits gained by **Desert Wave Logistics Ltd.** through an effective training to be stated. Most of the answers were satisfactory for this part.

Overall performance for this question was at a satisfactory 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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