ASSOCIATION OF ACCOUNTING TECHNICIANS

OF SRI LANKA

CURRICULUM 2025

PILOT PAPER

Level 02

2804 - BUSINESS MANAGEMENT (BMA)

Association of Accounting Technicians of Sri Lanka
2804 - Business Management (BMA)
Pilot Paper

Instructions to Candidates (Please Read Carefully)

Time Allowed:

Reading	:	15 Minutes
Writing	:	03 Hours

Structure of Question Paper:

- This paper consists of three Sections; Section A, Section B and Section C.
- All the questions of Section A, Section B and Section C should be answered.

Marks:

- Allocation of marks for each section:

Section	Marks
Section A	25
Section B	50
Section C	25
Total	**100**

- Marks for each question are shown with the question.
- The pass mark for this paper is 50.

Answers:

- All answers should be written in the booklet provided, answers written on the question paper will not be considered for marking.
- Begin your answer of each question on a new page.
- All workings should be clearly shown.
- Do not write on the Margins.

Answer Booklets:

- Instructions are shown on the front cover of each answer booklet.

Calculators:

- Candidates may use any calculator except those with the facility for symbolic algebra and differentiation.
- No programmable calculators are allowed.

Attached:

- Action verb checklist – Each question will begin with an action verb (excluding OTQ's).
- Students should answer the questions based on the definition of the verb given in the checklist.

Question 01

Select the most correct answer for questions No. **1.1** to No. **1.5**. Write the number of the selected answer in your answer booklet with the number assigned to the question.

1.1   The relationship between the inputs and outputs of an organization during the specific period of time is:

    (1)   Effectiveness.   (2)   Productivity.

    (3)   Efficiency.   (4)   Management.

1.2   Which one of the following best represents the functions of Human Resource Management (HRM)?

    (1)   Training and Development, Hiring, Recruitment, and Budgeting.

    (2)   Planning, Organizing, Directing, and Controlling.

    (3)   Recruitment, Training and Development, Performance Management and Welfare Management.

    (4)   Selection, Recruitment, Grievances Handling, and Logistics.

1.3   Which one of the following best explains the primary functions of Supply Chain and Operations Management in an apparel manufacturing organization?

    (1)   Designing fashion collections, hiring models, launching advertising campaigns, and organizing fashion shows.

    (2)   Procuring raw materials, managing production schedules, inventory control, and distributing finished garments.

    (3)   Setting garment prices, designing logos, opening retail outlets, and forecasting fashion trends.

    (4)   Approving clothing designs, managing brand partnerships, and overseeing social media marketing.

1.4   Which one of the following is a common reason for employees' resistance to organizational change?

    (1)   Increased salary and better working conditions.

    (2)   Fear of the unknown and loss of job security.

    (3)   Availability of advanced training programs.

    (4)   Clear and open communication from management.

1.5   Which one of the following is a factor affecting an organizational design?

    (1)   Size of the organization.   (2)   Strategy.

    (3)   Technology.   (4)   All of the above.

(02 marks each, 10 marks)

State whether each of the following statements in questions No.**1.6** to **1.8** is **True** or **False**. Write the answer (**True / False**) in your answer booklet with the number assigned to the question.

1.6   Supply chain management focuses only on transportation and delivery of finished goods.

1.7   Job design is creating and generating jobs for people who are in an organization.

1.8   Cultural change in an organization is usually easy and quick to implement.

(01 mark each, 03 marks)

Select the correct word/words from those given within brackets to fill the blanks in Questions No. **1.9** to **1.10**. Write the selected answer in your answer booklet with the number assigned to the question.

1.9   An important part of effective communication is active ………………………… (observing / listening) from the receiver .

1.10   ………………………… (Feedback / Feedforward) controlling focuses on what we can do earlier so that it assists to achieve our plans successfully.　(01 mark each, 02 marks)

Write short answers for question Nos.**1.11** to **1.15** in your answer booklet with the number assigned to the question.

1.11   Explain briefly what is meant by "Emergent Change".

1.12   List two (02) reasons why "Organizational Behaviour" is important for an organization.

1.13   State two (02) types of leadership theories.

1.14   State two (02) key production methods used in manufacturing.

1.15   State two (02) categories of barriers to effective communication.　(02 marks each, 10 marks)

(Total 25 marks)

End of Section A

Question 02

XYZ Apparel is a growing clothing Company. The management of the company is examining how to improve overall business efficiency, effectiveness, and customers' satisfaction. Accordingly, one management team highlights the necessity of adopting the strict rules and standardized processes as per classical management approach. However, another management team emphasizes the importance of behavioural management approach, focusing on employees' motivation and teamwork. Meanwhile, during a top management meeting, it was noted that market competition is becoming intense and a strategic marketing approach is mandatory for **XYZ Apparel**. Accordingly, the marketing department launched a campaign after researching customer preferences.

You are required to:

(a) **Explain** four (04) management fundamentals of the classical organizational theory.   (04 marks)

(b) **Explain** three (03) reasons why efficient and effective marketing management processes are important for **XYZ Apparel** in achieving organizational objectives.   (06 marks)

(Total 10 marks)

Question 03

ABC Solutions is a software development company expanding rapidly. To manage this growth, the leadership has decided to redesign the organizational structure by clearly defining roles, departments, and reporting lines. They are following specific steps to organize teams effectively. At the same time, they want the new structure to support their strategy of innovation and quick market response.

You are required to:

(a) **Explain** the steps of the organizing process **ABC Solutions** should follow.   (04 marks)

(b) **Illustrate** a sample organizational structure for **ABC Solutions** on functional basis assuming the company intends to adopt a functional organizational structure.   (02 marks)

(c) **Explain** the suitability of a Matrix Structure for **ABC Solutions** in relation to their new market expansion strategy, assuming that the company is planning to introduce different project teams to cater to different market segments and expand their overall market share.   (04 marks)

(Total 10 marks)

Question 04

PQR Publishers is a growing company that produces and distributes books both in print and digital formats. Recently, the company faced delays in printing and shipping, resulting customers' dissatisfaction. To address this issue, **PQR publishers** has strengthened coordination with printers and distributors. In addition, they have implemented digital workflow systems and automated editing tools to speed up the publishing process to reduce manual errors.

You are required to:

(a) **Explain** two (02) ways how effective supply chain and operations management can help **PQR Publishers** to improve its business performance. (04 marks)

(b) **Explain** three (03) ways in which **PQR Publishers** can adopt new technology into its operations to improve performance with suitable examples for each way. (06 marks)

(Total 10 marks)

Question 05

KLM Learning, a growing online education platform, was experiencing high staff turnover and low employees' engagement. To address these challenges the Human Resource (HR) department implemented a performance management system aligned with company's goals, improved training programs, and launched a digital HR platform that includes self-service portals, automated payroll, and virtual onboarding. These initiatives aimed to enhance employee's experience, streamline HR processes, and support company's growth.

You are required to:

(a) **Explain** three (03) ways in which the 'Human Resource Management' function at **KLM Learning** can contribute to achieve the organization's objectives with suitable examples. (06 marks)

(b) **Explain** two (02) emerging trends in Human Resource Management that can be useful for **KLM Learning**. (04 marks)

(Total 10 marks)

Question 06

Thrive Cafe, a small coffee shop chain, faced strong competition in the local market. To stand out, the business developed a unique brand identity with a recognizable logo, eco-friendly packaging, and a focus on sustainable sourcing. Additionally, **Thrive Cafe** expanded it's online presence through social media campaigns, influencer collaborations, and targeted digital advertisements.

You are required to:

(a)   **Explain** two (02) importances of branding for a small business such as **Thrive Cafe**.   (04 marks)

(b)   **Explain** three (03) advantages of using digital marketing tools in **Thrive Cafe**.   (06 marks)

(Total 10 marks)

End of Section B

A compulsory question

(25 marks)

SECTION C

Question 07

TechNova is a medium scale consulting firm that provides different business Information Technology (IT) related consultancy services. The firm recently launched an organization-wide digital transformation initiative which included the introduction of cloud-based accounting systems, Artificial Intelligence (AI), powered data analytics, and project management tools. It is intended that all these digital transformations would affect every division of the firm including finance, marketing, human resources, and operations.

The Finance Division, which was previously focused on traditional book keeping and accounting, was now required to adapt to new digital tools and techniques that require data analysis, real-time reporting and financial forecasting. The firm's management organized training and development workshops to build the required technical competencies and skills for these digital transformations, which seem to be essential for modern finance professionals in any industry.

At the same time, after an internal review, the firm's management realized that the transformation had created uncertainty, ambiguity and resistance among firms' staff members. Accordingly, the firm's management launched a motivation strategy including employees' recognition programs and clear communication of goals.

To guide the firm's decision-making during this transformation, **TechNova** relied heavily on accurate and timely information. Tools such as weekly dash boards, real-time reports and employees' feedback mechanisms were used.

Finally, the executives of the company emphasized that this transformation aligned with **TechNova's** long-term strategy: becoming a leader in tech-enabled business solutions. The top management initiated the strategic management process in a comprehensive manner with the support of organizational members from all levels. The leadership viewed strategy not as a one-time plan, but as a dynamic process to keep the company competitive and future-ready.

You are required to:

(a) **State** four (04) new competencies that the finance professionals at **TechNova** need to develop due to the introduction of new technology. (04 marks)

(b) **Explain** three (03) reasons why employees' motivation is essential during **TechNova's** digital transformation. (06 marks)

(c) **Explain** two (02) reasons why information was important in the decision-making process at **TechNova**. (05 marks)

(d) **Explain** two (02) characteristics of a successful strategy. (04 marks)

(e) **State** the steps in rational planning framework that can be used by **TechNova**. (06 marks)

(Total 25 marks)

End of Section C

Action Verbs Check List

Level	Action Verb	Definition	Detailed Instructions for Students
REMEMBER Recalling facts, terms, basic concepts, or answers without necessarily understanding what they mean.	Identify	Recognition of someone or something.	Find and name key parts of the topic.
	Define	Meaning of a word or concept.	Provide a clear meaning of a term or concept.
	Recognise	Awareness of something seen before.	Spot and acknowledge something from previous learning.
	State	Clear and concise expression of information.	Express key facts or concepts in a straightforward way.
	List	A series of names, numbers, or items.	Write down key points in an organized manner.
	Record	Entry of details into a system (not accounting).	Enter relevant details clearly and accurately.
UNDERSTAND Comprehending the meaning of informational materials and being able to interpret or explain it.	Construct	Formation of something by combining elements.	Bring together different parts into a meaningful whole.
	Differentiate	Recognition of differences between two or more things.	Highlight distinctions between concepts or items.
	Discuss	Consideration of different ideas and opinions about a topic.	Explore various perspectives and provide insights.
	Explain	Clarification of something in greater detail.	Provide a logical and detailed description.
	Illustrate	Use of examples, charts, or visuals to clarify a point.	Support explanations with appropriate examples or visuals.
	Interpret	Explanation of the meaning of information or actions.	Explain what something means in your own words.
	Describe	A detailed account of something.	Provide relevant details in a structured manner.
	Summarise	A brief statement of the main points.	Present key information concisely.
APPLY Using learned material in new and concrete situations. It requires the practical application of knowledge and skills.	Apply	Use of knowledge, skills, or rules in a situation.	Utilise relevant knowledge or techniques to achieve an outcome.
	Calculate	Determination of a value through mathematical or logical methods.	Use numerical or logical processes to reach a solution.
	Determine	Establishment of something through research or calculation.	Find out or conclude something after calculation or research.
	Demonstrate	Display of a process or method.	Show a clear example through structured steps.
	Prepare	Organisation of materials or information for use.	Arrange necessary details before engaging in a task.
	Use	Application of a concept, tool, or method for a purpose.	Implement relevant knowledge or resources appropriately.
	Present	Sharing of information effectively.	Deliver key insights clearly and professionally.

Level	Action Verb	Definition	Detailed Instructions for Students
ANALYSE 1Breaking down information into its components to understand its structure and relationships.	Analyse	Detailed examination of something to understand its components.	Break down information into key parts for better understanding.
	Compare	Examination of similarities and/or differences.	Point out the key commonalities and distinctions.
	Distinguish	Recognition of unique characteristics.	Identify what makes things different from each other.
	Examine	Inspection of something to determine its nature.	Look at something closely to understand it better.
	Outline	Summary of the main points.	Provide an organised overview of key aspects.
	Conduct	Organisation of elements for an experiment, survey, or study.	Follow structured steps to carry out a task systematically.
	Report	Structured presentation of findings.	Present analysed information in a clear and logical format.
EVALUATE Making judgments about the value or quality of ideas or materials based on criteria or standards.	Advise	Offering of suggestions or recommendations.	Provide informed guidance based on analysis.
	Evaluate	Critical assessment of value, effectiveness, or impact.	Judge the quality or relevance of something based on criteria.
	Formulate	Development of a structured approach or plan.	Create a well-defined method or strategy.
	Recommend	Suggestion of a suitable course of action.	Propose an approach backed by logical reasoning.
CREATE Combining elements in novel ways to form a coherent or functional whole; the ability to generate new ideas, products, or ways of understanding.	Create	Generation of something new.	Develop something original and purposeful.
	Assess	Estimation or evaluation of quality, ability, or nature.	Provide a reasoned judgment based on available information.
	Develop	Expansion or refinement of an idea, product, or concept.	Strengthen and improve an idea over time.
	Propose	Suggestion of a plan or concept for consideration.	Present an idea or structured recommendation.
	Synthesis	Combination of different elements to form a coherent whole.	Integrate multiple ideas or insights into a meaningful conclusion.
	Design	Creation of a structured plan for something	Formulate a detailed structure for a product or process.
	Compile	Assembly of information from various sources.	Organise collected data into a comprehensive format.

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SUGGESTED ANSWERS

Level 02

2804 - BUSINESS MANAGEMENT (BMA)

A publication of the Education and Training Division

Suggested Answers to Question 01

1.1	-	3		1.6	-	False
1.2	-	3		1.7	-	True
1.3	-	2		1.8	-	False
1.4	-	2		1.9	-	listening
1.5	-	4		1.10	-	Feedforward

(02 marks each, 10 marks)   **(01 mark each, 05 marks)**

1.11   Planned change is considered as unsuitable for organizations which are operating in a volatile environment. This approach is developed based on the idea that the change is continuously happening, the environment is unpredictable, and the organization should align with the environment frequently.

(02 marks)

1.12

– It builds better relationship by achieving people's organizational and social objectives.

– It covers a wide array of human resource areas such as behaviour, training and development, change management, leadership, teams etc.

– It brings coordination which is the essence of management.

– It improves goodwill of the organization.

– It helps to achieve objectives quickly.

– It makes optimum utilization of resources.

– It facilitates motivation.

– It leads to higher efficiency.

– It improves relationships within the organization.

(01 mark each, 02 marks)

1.13

- – Trait Theory.

- – Style (Behavioural) Theory.

- – Situational Theory.

- – Transformational Theory

- – Transactional Theory.   **(01 mark each, 02 marks)**

1.14

- – Job production.

- – Batch production.

- – Mass production.

- – Just in Time Production.

- – Lean production.

- – Push and pull production.   **(01 mark each, 02 marks)**

1.15   -   Language barriers.

    -    Psychological barriers.

    -    Cultural barriers.

    -    Technological barriers.

    -    Emotional barriers.

(01 mark each, 02 marks)

(Total 25 marks)

End of Section A

Suggested Answers to Question 02

Unit 1 – Introduction to Management and Different Perspectives of Management

Unit 4 – Marketing Management

Learning outcomes - Explain features of different perspectives of management.

- Discuss how marketing function contributes to achieving organizational objectives.

(a)

(1) **Division of Work:**

The work should be divided among the individuals on the basis of their specializations, so as to ensure their full focus on the effective completion of the task assigned to them.

(2) **Authority and Responsibility:**

The authority and responsibility are related to each other. Authority means the right to give orders while the responsibility means being accountable. Thus, to whomsoever the authority is given to exact obedience must be held accountable for anything that goes wrong. Authority is obtained with the position.

(3) **Discipline:**

The individuals working in the organization must be well-disciplined. The discipline refers to the obedience, behaviour, respect shown by the employees towards others.

(4) **Unity of Command :**

According to this principle, an individual in the organization must receive orders from only one supervisor. In case an individual has the reporting relationship with more than one supervisor then there may be more conflicts with respect to whose instructions to be followed.

(5) **Unity of Direction:**

Unity of direction means, all individuals or groups performing different kinds of a task must be directed towards the common objective of the organization.

(6)   **Subordination of individual interest to general interest:**

The individual and organizational interest must coincide to get the task accomplished. The purposes of one employee or group of employees should not go beyond the organizational goals and objectives.

(7)   **Remuneration of personnel:**

Remuneration should be fair and both employee and employer should satisfy.

(8)   **Centralization:**

The objective of centralization is the best utilization of personnel. The degree of centralization varies according to the dynamics of each organization.

(9)   **Scalar Chain:**

This means there should be a proper hierarchy in the organization. A chain of authority exists from the highest organizational authority to the lowest ranks.

(10)   **Order :**

This principle is related to the systematic arrangement of things and people in the organization. This means every material should be in its place and there should be a place for every material. For people a right man should be in the right job.

(11)   **Equity :**

All the employees must be treated equally.

(12)   **Stability of Tenure of personnel:**

To achieve the maximum productivity a stable workforce is needed. The employees should be retained in the organization.

(13)   **Initiative:**

The manager must motivate his subordinate to think and take actions to execute the plan.

(14)   **Esprit the Corps:** This means unity is strength. Every individual must work together to gain objectives.

(01 mark each, 04 marks)

(b)

(1) **Marketing Helps in Transfer, Exchange and Movement of Goods:**

Market activities play an important role in connecting the buyers and sellers. If this connection is not established, the buyers may not be able to satisfy their needs as well as the sellers may not be able to sell their products.

(2) **Marketing is Helpful in Raising and Maintaining the Standard of Living of the Community:**

Marketing provides opportunities for buyers to gather more information about the products they require and then compare among other competitive suppliers. As this competition takes place in the public domain, the businesses are encouraged to maintain ethical practices in the market and thereby upholding standards with qualities and the concerns addressed, buyers are less likely to be affected by lower quality products.

(3) **Marketing Creates Employment:**

Where there is direct marketing, that means, products are sold directly to the ultimate consumer, the marketing activities are very narrow and involve fewer people. However, in practical scenarios, marketing is mostly indirect, involving a number of intermediaries who have the opportunity to serve the market and engage in self-employed.

(4) **Marketing as a Source of Income and Revenue:**

Marketing does not only provide revenue generation opportunities for producers, but also for the intermediaries involved in the distribution chain. In a broad perspective, marketing creates many more opportunities to enhance the level of earnings of the economy.

(5) **Marketing Acts as a Basis for Making Decisions:**

Marketing provides information and insights about the market, customer behaviour, competitor actions and predictions which help the management to make informed decisions in relation to the marketing activities of the business.

(6) **Marketing Acts as a Source of New Ideas:**

Since marketing is always dynamic, it offers business opportunity to innovate. Products that are out of use due to changes in fashion technology, etc. may need to be replaced with new products in order to provide new satisfaction for the changing customer requirements and taste. Hence marketing does not only provide opportunities to innovate but also compels business to do so.

(7) **Marketing as a Tool for Customer Engagement and Business Growth:**

Marketing is an important strategy to ensure the growth of your business. While your current customers should always be your main priority, marketing efforts can help expand this base. Little efforts like social media posts and email campaigns can not only engage existing consumers but spread the word to new potential customers. In essence, marketing secures business's future through engagement with new and existing customers.

(8) **Marketing is Helpful in the Development of An Economy:**

At the national level, marketing in the international markets enhances the exports capacity of the economy, which results in a positive trade account as well as a balance of payments.

(02 marks each, 06 marks)

(Total 10 marks)

Suggested Answers to Question 03

Unit 2 – Functions of Management Process.

Learning outcomes   -   Explain the steps of organizing.

-   Explain the importance of organizational structure and its elements.

-   Explain the relationship between organizational structure and strategy.

(a)

– **Identification and division of work:**

The organizing function begins with the division of work into smaller units. Each such unit is assigned for an individual who is responsible for only one job. This leads to systematic working and specialization.

– **Departmentalization:**

Once the work is divided into smaller manageable units, related jobs are grouped together and placed under one department. This grouping process is called departmentalization. The most common ways of departmentalization are functional departmentalization and divisional departmentalization.

– **Assignment of duties:**

Once departments are formed, each department is placed under the charge of an individual. The work must be assigned to those who are best suited for it based on their skills and qualifications.

    –   **Establishing reporting relationships:**

    After assigning the duties, all individuals must also be given matching authority. This assignment of authority and responsibility results in the creation of authority responsibility relationship between superiors and subordinates. With this, a managerial hierarchy (chain of command) is created, where everyone knows from whom they have to take orders from and to whom they are accountable. **(04 marks)**

(b)

(02 marks)

(c) Matrix Structure is well suited for **ABC Solutions** as they aim to form multiple project teams to target distinct market segments. This organizational model blends both functional and project based systems enabling staff members to report to both their functional and project managers. In simple terms matrix structure provides **ABC Solutions** with several benefits.

Advantages:

– Better coordination and control.

– Adaptable to dynamic environment.

– Effective utilization of resources.

– Sufficient time for top management with delegation of authority to project managers.

– Excellence in inter disciplinary specialization.

– Development of teamwork.

– Improve skills of employees.

Overall matrix structure aligns with innovation and market expansion strategy of **ABC Solutions** making it as a suitable choice. **(04 marks)**

(Total 10 marks)

> ### Unit 3 – Supply Chain and Operations Management
>
> Learning outcomes   -   Discuss the importance of supply chain and operations management.
>
>   -   Explain the impact of new technology on operations of a business.

(a)

- **Improved Coordination, Reduces Delays:** Strengthening coordination with suppliers (printers and distributors) ensures timely production and delivery reducing delays. By aligning schedules with printing partners, **PQR Publishers** can avoid shipment backlogs, ensuring books reach customers on time and improving satisfaction.

- **Enhanced Efficiency through Automation:** Implementing automated tools in the editing and publishing workflow reduces manual errors and speeds up operations. Digital editing tools can auto-format manuscripts and check for errors, cutting editing time in half and reducing rework.

- **Real-Time Tracking and Transparency:** A well-managed supply chain enables real-time tracking of book orders and shipments. **PQR Publishers** can use supply chain software to monitor inventory and shipping status, quickly addressing issues and keeping customers informed.

- **Cost Reduction through Streamlined Processes:** Efficient operations reduce waste, lower printing costs, and optimize logistics. Automating routine tasks like layout formatting reduces the need for manual labour, saving time and operational expenses.

- **Better Demand Forecasting and Inventory Management:** Data-driven supply chain systems help forecast demand more accurately, preventing overstock or stock outs. If **PQR** predicts a spike in demand for a popular author's release, it can schedule extra print runs in advance to meet customer needs.   **(02 marks each, 04 marks)**

(b)

- **Computer Aided Designing (CAD):** Computer-Aided Design (CAD) is a computer technology that designs a product and documents the design process. CAD may facilitate the manufacturing process by transferring detailed diagrams of a product's materials, processes, tolerances and dimensions with specific conventions for the product.

    Example: **PQR Publishers** can use CAD software to create well designed and detailed book covers and page layout.

- **Computer Aided Manufacturing (CAM):** Computer-Aided Manufacturing (CAM) is an application technology that uses computer software and machinery to facilitate and automate manufacturing processes. CAM is the successor of Computer-Aided Engineering (CAE) and is often used in tandem with Computer-Aided Design (CAD). In addition to material requirements, modern CAM systems include real-time controls and robotics.

  Example: **PQR Publishers** can use CAM machines to automatically print and bind books, especially when they have to produce lot of photocopies.

- **Computer Integrated Manufacturing (CIM):** Computer-Integrated Manufacturing (CIM) refers to the use of computer-controlled machinery and automation systems in manufacturing products. CIM combines various technologies such as computer-aided design (CAD) and computer-aided manufacturing (CAM) to provide an error-free manufacturing process that reduces manual labour and automates repetitive tasks.

  Example: **PQR Publishers** can use CIM to automatically design book covers and control the printing process which helps them print large orders faster and avoid delays caused by manual work.

- **Artificial Intelligence (AI) and Machine Learning (ML):** Artificial Intelligence (AI) is the simulation of human intelligence processes by machines, especially computer systems. These processes include learning (the acquisition of information and rules for using the information), reasoning (using rules to reach approximate or definite conclusions) and self-correction.

  Example: **PQR Publishers** can use AI editing tools to check spellings, grammar and formatting mistakes in manuscripts which saves its time and reduces the need for manual editing.

- **Blockchain:** Blockchain is a technology that allows individuals and companies to make instantaneous transactions on a network without any intermediaries such as banks. Transactions made on the blockchain are completely secure, and, by function of blockchain technology, are kept as a record of what happened. Strong computer codes ensure that no record of a transaction on blockchain can be altered after the fact.

  Example: **PQR Publishers** can use blockchain technology to track who owns what rights and to automatically send royalty payments to authors making the process more secure, accurate and transparent.

  (02 marks each, 06 marks)

  (Total 10 marks)

> **Unit 5 – Human Resource Management (HRM)**
>
> Learning outcomes - Discuss how the HRM function contributes to achieving organizational objectives.
>
> - Explain emerging trends in HRM and HR digitalization practices.

(a)   (1) **Hiring the Right People:**

HR helps the company to find and hire people who have the right skills and fit the company's needs. This is important for reaching business goals.

Example: HR at **KLM Learning** can recruit skilled course developers and online instructors to improve the quality of the learning experience.

(2) **Managing Employees' Performance:**

HR sets up systems to track how well employees are doing their jobs and helps them stay focused on the company's goals.

Example **(KLM Learning)**: HR can measure staff performance based on how many learners finish a course or how satisfied they are with it.

(3) **Supporting Training and Growth:**

HR helps employees keep learning new things so they can do their jobs better and grow in their careers.

Example **(KLM Learning)**: **KLM's** HR team can organize training for staff to learn new teaching tools or how to design better online lessons.

(4) **Keeping Employees' Happy and Loyal:**

HR works to make sure employees feel good about their jobs, which helps them stay longer and work better.

Example **(KLM Learning)**: HR can offer flexible work schedules and recognize employees for their good work to keep them motivated.

(5) **Creating a Good Work Culture:**

HR helps to build a positive environment where people feel respected, supported, and motivated to work together.

Example **(KLM Learning)**: HR can promote teamwork and openness, so **KLM** staff feel like they are part of one mission to improve education.

(6) **Helping Teams Communicate Better:**

HR supports clear and open communication between staff and managers, which helps avoid problems and improves teamwork.

Example **(KLM Learning)**: HR can hold regular online meetings or use feedback tools to keep remote teams connected and informed.

(7) **Planning for Future Staff Needs:**

HR looks ahead to see what kind of staff the company will need in the future and prepares for it in advance.

Example **(KLM Learning)**: If **KLM** wants to expand into new regions, HR can start hiring trainers who speak other languages or understand different cultures.

(02 marks each, 06 marks)

(b)

- **Employer Branding:** Today most of organizations realized that it is a real challenge to attract the employees who are competent, knowledgeable and experienced to the organization. Most of organizations try to promote their brand in the society by adhering to a sound HR system. It is identified that it can be attracted competent work force to the organization.

- **Employees' Outsourcing:** Most of organizations recruit employees based on temporary basis and it is also used to recruit some managerial professionals.

- **Promote the Work Life Balance of Employees:** Today, the organizations balance employees' work and family life in order to retain them with the organization. Especially Managers introduce flexible time schedule to work and also facilities are provided to the workers who work from home.

- **Telecommunicating:** Do the jobs at home using computer and communication technology without going to the workplace. It creates a location free workplace.

- **Learning and Development Personalization:** Modern learning and development practices use artificial intelligence and digital tools to deliver training that is specifically tailored to each employee's job responsibilities and career aspirations. This approach makes learning more relevant and effective since **KLM** has already upgraded its training programs, taking the next step to customize learning for individual employees will help them feel more valued and better prepared for their roles leading to high engagement and motivation.

(02 marks each, 04 marks)
(Total 10 marks)

Unit 4 – Marketing Management.
Learning outcomes – Explain branding and its importance.
Explain the use and importance of digital marketing

(a)

- **Branding Gets Recognition:** Branding is important to a business. Because it is how a company gets recognition and becomes known to the consumers. The logo is the most important element of branding, especially where this factor is concerned, as it is essentially the face of the company.

- **Branding Increases Business Value:** Branding is important when trying to generate future business, and a strongly established brand can increase a business value by giving the company more leverage in the industry. This will result in an increase in investment opportunities.

- **Branding Generates New Customers:** Strong branding generally means there is a positive impression of the company among consumers, and they are likely to do business with the company because of the familiarity and assumed dependability of using a name they can trust. Once a brand has been well-established, word of mouth will be the company's best and most effective advertising technique.

- **Improves Employees' Pride and Satisfaction:** When employees work for a strongly branded company and truly stands behind the brand, they will be more satisfied with their job and have a higher degree of pride in the work that they do. Working for a brand that is reputable and help in high regard among the public makes working for that company more enjoyable and fulfilling.

- **Creates Trust Within the Marketplace:** Well established branding will help the company to build trust with consumers, potential clients and customers. People are more likely to do business with a company. **(02 marks each, 04 marks)**

(b)

- **Global reach:** A digitalized marketing approach allows a business to find new markets and customers globally with only a small investment. For **Thrive Cafe** it can attract tourists, online customers or franchise interest beyond the local area.

- **Lower cost:** A properly planned and well-targeted digital marketing campaign can reach the right customers at a much lower cost than traditional marketing methods.

- **The ability to track and measure the results:** Measuring its online marketing with web analytics and other online metric tools makes it easier to establish how effective the campaign has been.

- **Personalization:** If the customer database is linked to the business website, then whenever someone visits the site, the business can greet them with targeted offers to repeat customers. The more they buy from the business, the more the business can refine their customer profile and market effectively to them.

- **Openness:** By getting involved with social media and managing it carefully, the business can build customer loyalty, create a reputation and create a brand image for being easy to engage with.

- **Social currency:** Digital marketing lets businesses to create engaging campaigns using content marketing tactics. This content (images, videos, articles) can gain social currency - being passed from user to user and becoming viral.

- **Improved conversion rates:** If the business has a website, then its customers are only ever a few clicks away from making a purchase. Unlike other media, which require people to get up and make a phone call, or go to a shop, digital marketing can be seamless and immediate.

(02 marks each, 06 marks)

(Total 10 marks)

End of Section B

A compulsory question

(25 marks)

SECTION C

Suggested Answers to Question 07

> **Unit 1 – Introduction to Management and Different Perspectives of Management**
>
> **Unit 2 - Functions of Management Process**
>
> **Unit 7 – Introduction to Strategic Management**
>
> Learning outcomes - Explain the competencies required for finance professionals with new technology.
>
> - Explain the importance of motivation.
>
> - Discuss the importance of information in decision-making.
>
> - Explain role of strategy for an organization.
>
> - Explain the process of strategic management.

(a)

(1)	Communication Skills.	(5)	Leadership Skills.
(2)	Problem Solving Skills.	(6)	Change Management Skills.
(3)	Interpersonal Skills.	(7)	Risk Management Skills.
(4)	Strategic Capabilities.	(8)	Analytical Skills.

(01 mark each, 04 marks)

(b)

(1) **Increase productivity:** Motivation as a process increases the productivity of the employee. Motivation meets the needs of the employee and thereby creates the drive to work at the best of his abilities. A motivated employee will be willing to put in more effort towards the betterment of the organization than another discouraged employee.

(2) **Ensures organizational efficiency:** Motivation plays a key role in changing the attitudes of the employees in the organization. Indifferent attitudes are put out most efficiently by motivation. The presence of such favourable attitude allows the organization to be successful.

(3) **Ensures loyal workforce:** A well-motivated workforce is a loyal workforce. Motivated employees have high levels of commitment and morality towards its goals and objectives. Motivation thus reduces employees' turnover and also reduces the requirement of constant induction of new employees.

(4) **Ensures a reactive workforce:** Adapting to changing business environments is an important feature of any successful business. In order to react to changes easily and to continue smoothly functioning, an organization requires extensive loyalty and commitment of its employees. This reduces resistance to the changes that the organization intends to make. This effect helps the organization to be efficient in adapting to changing needs.

(5) **Facilitates direction:** Direction is an important managerial function and motivation, as already mentioned, is a major part of direction. Direction is a process that involves directing or initiating action according to a plan drawn up. It requires the employees to work genuinely with commitment and loyalty. The process of direction is thus possible only when the employees proceed in the direction that the manager determines and this requires a motivated workforce.

(02 marks each, 06 marks)

(c)

Stages of Decision Making	Role of Information
Identification and structuring of problem/ opportunity	One needs information to identify a problem and put it in a structured manner. Without information about a problem or opportunity, the decision-making process does not even start.
Analyze the problem	Without information about the context in which the problem has occurred, one cannot make any decision on it. In a way, information about the context defines the problem.
Generation of alternatives	Information is a key ingredient in the generation of alternatives for decision-making. Managers should engage in research at different levels to generate information in order to recognize effective alternatives. One should have information about possible solutions to generate alternatives.
Choice of best alternative	Based on the information about the suitability of the alternatives, a choice is made to select the best alternative. Managers should have an array of information to assess each option to select the best out of them.

(02½ marks each, 05 marks)

(d) .

- **Novelty:** The novelty of strategy occurs as a result of creative strategy formulation. These are based on new/novel ideas that have not implemented previously. There is a high possibility that the competitors will imitate the strategy if there is no novelty. Therefore, strategy should consist of a novel/creative part to create it exclusive and distinguish from opponents.

- **Secretly Devised:** The main factor of strategy is that it always creates an interest in competitors regarding the procedures. The managers should consider it as a personal action in formulating procedures for the purpose of maintaining the secrecy of organizational strategy.

- **Intelligent:** The strategies should be developed intelligently. Because of an intelligent strategy, organizations can obtain sustainable competitive advantages.

- **Deceptive:** A strategy comprises with deceptive characteristics. And also it should mislead the target competitors, but in an ethical way. Business should be careful not to work beyond the boundaries / limits when using deceptive strategies. Also, it should not mislead people in an illegal way.

- **Cost Effective:** A strategy should become cost-effective and it also has the ability to create a good return on investment. **(02 marks each, 04 marks)**

(e)

    (1)   Mission and objectives.

    (2)   Position audit.

    (3)   Environmental analysis.

    (4)   Corporate appraisal.

    (5)   Strategic options generation.

    (6)   Strategic options evaluation and choice.

    (7)   Strategic implantation.

    (8)   Review and control.

(01 mark each, 06 marks)

(Total marks 25)

End of Section C