

**Examiner's Report**  
**LEVEL II EXAMINATION - JULY 2021**  
**(204) BUSINESS MANAGEMENT**

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This question paper comprised of 3 parts – A, B and C with 07 compulsory questions.

**SECTION A**

**Question No. 01**

Question 1 consists of fifteen (15) OTQs. Total marks for the question number one is 25.

In the case of sub questions **1.1** to **1.5** the most appropriate answer had to be selected and the number of 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 students had messed up in selecting correct answers which they had obtained low marks for these five questions.

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 candidates had failed to submit the correct answers to **1.7** and **1.10**. For those two questions candidates have selected wrong answers as "Poor Economies" & "Strategic change" respectively.

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 were asked to state two characteristics of Bureaucracy according to Max Weber. Majority has submitted extremely poor answers for this question. AAT Study pack clearly indicates the characteristics in detail.
- 1.12** Two principles of planning to be listed. It was noted that majority of the candidates have listed advantages of planning instead of principles and the given answers were of very poor levels.
- 1.13** It was asked to state two barriers of communication from the question. Candidates has answered successfully and scored the marks for this question.
- 1.14** This question requested to list two differences between a Manager and a Leader. It was observed that the given answers were extremely satisfactory.
- 1.15** Had requested to explain briefly, what is meant by "Change Management". Most candidates have answered without understanding the question correctly.

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

## SECTION B

This section comprised 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 disastrous answers for some of the questions.

### **Question No. 02**

This question was set to identify the organisational structure and its objectives with 3 parts.

- (a)** It was requested to state two differences between authority and responsibility. Though majority of the candidates had written successful answers, some were clueless about the question and defined both authority and responsibility separately. This was a simple question that specific answers were available but unnecessary detailed answers had been written by some candidates.
- (b)** Main steps involved in the process of organizing to be stated as per the question. Most of the candidates had been given correct answers and scored relevant marks for this. But few candidates had written about Management Process which was wrong. Some had failed to obtain a clear understanding about the question and given incorrect answers.
- (c)** Two reasons why decision making is important for a manager to be explained by candidates. On the whole, it was observed that candidates had been given acceptable answers for this section. Lack of understanding about the question too experienced. Though it was mandatory to explain two reasons some candidates had written all under one paragraph and some had failed to explain those reasons. These reasons disrupted in obtaining allocated full marks for some candidates.

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

### **Question No. 03**

This question was based on the areas of Human Resource Management (HRM) and Change Management. Question divided into 3 parts **(a)**, **(b)**, **(c)** and carried 10 marks. In general, answers to part **(a)** were at successful levels but **(b)** and **(c)** were at satisfactory level.

- (a)** Two strategies to be adopted for Human Resource (HR) shortage to be stated and majority of the candidates were spot on with their answers. But some candidates had mentioned strategies about excessive Human Resource instead of HR shortage.
- (b)** It was asked to explain how functions of Human Resource Management (HRM) support in achieving the organizational objectives during COVID-19 pandemic situation. Only a limited number of candidates were able to score full marks for this part as others have failed to explain what they have mentioned. Some candidates have explained Human Resource Management (HRM) functions without relating it to the Covid-19 pandemic situation. Also, it was observed that answers were given without proper understanding of the question and there were many unnecessary details too. Lack of knowledge on the current situation was observed.

- (c) Candidates were requested to identify two ways by which an organization can overcome resistance to change. Though it was an easy task to score full marks for this part majority have failed to submit accurate answers. Failure to study the whole syllabus may have caused this poor performance.

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

#### **Question No. 04**

This question was connected with the Strategies of an Organisation. There were three parts under this question as (a), (b) and (c).

- (a) Three different types of strategies in the organizations to be stated. Majority have failed to submit correct answers and it was clearly observed from the answers, that candidates had not studied this area of the subject.
- (b) The difference between cost leadership and differentiation to be explained. Only a limited number of students were spot on with answers and many others had presented misleading answers without understanding the question correctly. Some candidates had stated wrong answers for cost leadership, indicating that leaders should consider about the cost. Observed very low marks for this part of the question.
- (c) Two limitations of controlling to be explained. Limited number of candidates was given accurate answers after understanding the question properly. But many had been ignored this part or indicated wrong answers. There were plenty of candidates who had no clue about controlling.

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

#### **Question No. 05**

This question had been set to examine the knowledge of Operations Management and its impact to the organisation. There were three parts under this question and from **part (a)** candidates had been requested to Identify two support activities in the Porter's Value Chain. Majority of the students were given accurate answers.

From **part (b)** two roles of the Operations Management for the success of a business organization should have explained. It was observed that many candidates had written irrelevant details without illuminating the right facts.

Two key production methods to be explained under **part (c)**. But exact answers were submitted by a limited number of candidates only. It was observed that many students had answered incorrectly as "Direct Production" and "Indirect Production".

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

## Question No. 06

This question was set to check the knowledge on Marketing Strategies and its implications under COVID-19 pandemic situation. Sub questions were designed to test the knowledge about Unethical practices in advertising and Reasons why ethics are important in marketing. Form **part (c)** impacts to the marketing function of an organization due to COVID-19 pandemic to be explained by candidates. It was revealed that many candidates had written same answers for **part (a)** and **(b)** which indicated lack of understanding of those two sub questions. Many had forgotten the fact that Online Systems are used for Marketing under the current COVID-19 pandemic conditions. Candidates should have scored allocated full marks for this question easily but many had failed to do so.

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

## SECTION C

### Question No. 07

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

- (a)** It was required to explain four reasons why the role of leadership of **GAG Ltd.** is important in order to ensure the organizational success. Importance of a Leadership was not highlighted by the majority of candidates when explaining the role of leadership which was a mistake made by them. No marks were granted for characteristics of leadership or any other details mentioned. Although some candidates had listed four reasons, had failed to explain them in detail by applying to the given scenario. Therefore, they failed to score the full marks allocated for explaining.
- (b)** This part required to explain three importance of employees' motivation of **GAG Ltd.** during COVID-19 pandemic. Most of the candidates had written satisfactory answers and earned the allotted full marks. Some candidates had written importance of employees' motivation but had not explained the same. Therefore, they were unable to obtain full marks for this part.
- (c)** This part required to state four methods of promotion to be used by **GAG Ltd.** for "Nectarzz" products during this pandemic situation. Though the given answers were sufficient enough to score marks it was better if candidates were able to highlight methods of promotion in line with online methods used and keeping the social distance under this pandemic situation. Overall performance for this part was at a satisfactory level.
- (d)** This part required to State four benefits of employees' health and safety management as a function of human resource management to **GAG Ltd.** It was a easy task to score for this part and noted majority had earned the full allocated marks by spotting out answers correctly.
- (e)** In this final part candidates were expected to state three reasons why strategic planning is important for GAG Ltd. Understanding what is meant by strategic planning and mentioning its importance were sufficient enough to score marks. It was revealed that some candidates were able to state correct answers for this. But majority had failed with their attempt.

**Overall performance for this question was at an average 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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