

**Examiner's Report**  
**LEVEL II EXAMINATION - JANUARY 2023**  
**(204) BUSINESS MANAGEMENT**

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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.

For sub questions No. **1.1** to **1.5**, the most correct answer to be selected and the number assigned to the selected answer to be written in the answer booklet. Majority of the candidates had selected the correct answer. It was observed that some candidates did not have correct understanding of the questions and therefore candidates had displayed a poor level in scoring marks.

As for sub question numbers **1.6** to **1.10**, the correct answer out of the given two answers had to be selected and the selected answer had to be written in the answer booklet with the question number. Majority of the candidates had followed the instructions and written the correct answer. Majority of the candidates had followed the instructions and written the correct answer. Few candidates, had not followed instructions and written the number **1.2**.

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** It was required to list two reasons why branding is important to an organization. It was sufficient to present two most appropriate correct facts to get the two marks. Some candidates had named two points correctly and obtained marks, while some candidates had submitted irrelevant answers in detail and had provided long answers and were failed to obtain full marks.

**1.12** It was required to state two signs of demotivated employees in an organization. Candidates had to name two points correctly and obtained marks. But there were instances where some candidates presented the characteristics of a motivated employee without focusing on the word demotivation. Overall, correct answers were given to this question.

**1.13** Stating two reasons for an organization to focus more on internal recruitment over external recruitment of employees was required by this question. Majority of the candidates had provided correct answers, however, certain number of candidates had provided unnecessary and long answers that were not relevant.

**1.14** It was required to state two requirements for effective segmentation. It was observed that the performance for this question was at a poor level. The reason for this could be the lack of knowledge of management or not successfully studied the subject matters.

**1.15** It was required to two key characteristics of Business Process Re-engineering. It was observed that the performance level of candidates for this question was low. Only a very few candidates obtained two marks by providing successful answers.

## **SECTION B**

5 compulsory questions. Total 50 marks at 10 marks per question. The overall performances of majority of the candidates for this question was at a satisfactory level. Instances of a very few candidates avoiding answering the questions and few other candidates providing very unsatisfactory answers were observed.

### **Question No. 02**

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

**(a)** It was required to explain how information technology has become a challenge in the modern business world. It was observed that majority of the candidates had written in detail about the advantages of IT rather than the challenges. It was also observed that some other candidates had presented information technology in detail. It was observed that the overall performance level of candidates for this question was low.

**(b)** The question was presented to identify two principles of Scientific Management Theory. It was a question that was presented about how managers should be aware of how to face the challenges that are created for the business world due to the environmental changes. The question consists of three parts. For this part also the answers of majority of the candidates were very unsuccessful. It was clear that candidates have not studied this area before the exam properly.

**(c)** It was required by this part to explain two roles of a strategy. It was observed that the performance for this question was at a poor level. In the challenges section of IT, the candidates were persuaded to write answers about the importance of IT because they did not correctly identify the part of the question about the responsibility of managing their organizations by following the given IT strategy.

### **Question No. 03**

The question was focused on business planning and decision making and could have obtained 10 marks easily. It was observed that the majority of the candidates had correctly identified this question and provided correct answers in a systematic manner. **Part (a)** of this question required to state the steps of the rational decision-making process. In answering this question, candidates had displayed a high level of performance.

In **part (b)** of this, it was revealed that the candidates knowledge about types of plans in a business organization was at a good level. Majority of the candidates had provided strategic plans, tactical plans and operational plans as answers and there is enough evidence that the knowledge regarding those plans were at an adequate level.

Performance in answering **part (c)** was lower compared to the previous two parts. Most candidates' answers were only limited to two (2) issues of inadequate communication and resources. Overall, it was revealed that the performance of **part (c)** was at a very lower level.

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

The question asked to test the understanding of organizational structure and how organizational structures should be re-designed and it was consisted of three parts.

**Part (a)** asked to mention the drawbacks of the functional structure in an organization. It was observed that the performance level of candidates for this question was low.

Although **part (b)** was asked to explain the relationship between organizational structure and strategy, the answers for this part were also not at a successful level. It was clear that the question was not understood correctly.

**Part (c)** of this is supposed to explain roles of Operations Management in today's context of Sri Lanka, but the majority of applicants had submitted answers including information about the fuel crisis. It was seen that the answers of some applicants were written by presenting inconsistent details so that such answers could not be related to the answer. Overall, performance was average for this question.

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

The question was presented to test the knowledge of the candidates regarding effective communication and controlling. The question consisted of two parts called **(a)** and **(b)** and it carried 10 marks.

**Part (a)** was asked to explain 3 reasons why effective communication is important. Majority of the candidates had scored 5 marks or maximum 6 marks for this part. It was also seen that some of the candidates had written the same point in brief giving very long details. Although, it was sufficient to mention 3 points and briefly explain those points, some candidates had provided lengthy answers by separating paragraphs. For this part, it was seen that there is a lot of knowledge about the subject area but there is a weakness in presenting the answer in a relevant and attractive way. However, for this part satisfactory performance level was shown.

**Part (b)** was required to explain two characteristics of controlling. The performance level of most candidates for this question was low. Many candidates wrote about the importance of controlling. This may be due to not understanding the question correctly or not studying the theoretical facts. Lesser number of candidates wrote successful answers for this part.

## Question No. 06

This question required to test the knowledge of operational management in the production process. The question consists of three parts.

**Part (a)** was to explain two ways of improving the productivity of an organization. Majority of the candidates have scored points for this by successfully presenting two ways of improving productivity. Fewer number of candidates had written unsuccessful answers without using general knowledge and there were a very fewer number of candidates who did not wrote answers. The overall performance of candidates to this question was at a poor level.

A very fewer number of candidates had provided successful answers for **part (b)** here. It was found that the understanding of Supply Chain Management in the production process was very poor. For **Part (b) (ii)**, only a few candidates had provided successful answers. On Quality Management, very few successful answers were found.

**Part (c)** was to identify two importances of demand forecasting in Operations Management. A significant number of candidates had scored up to two points on its importance and some applicants had shown low efficacy for it.

Taken as a whole, it can be stated that by considering all the questions in **part (B)** of the question paper was at a satisfactory level.

## SECTION C

### Question No. 07

This was a question based on a case study. Total marks allocated was 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)** Explaining three ways how effective Marketing Management will help **Dilantha's business** to grow internationally was required by this question.

Examining the answers revealed that the understanding of Marketing Management was at a very low level. Providing answers for this question was at a poor level. It was found that a very few number of candidates had successfully provided answers.

**(b)** The question required to explain how the environmental analysis could be considered by **Dilantha** using SWOT Analysis when developing a strategy.

Majority of the candidates had clearly explained SWOT analysis by analyzing the case study properly. Majority of the candidates obtained 6 marks for this question. As a whole, overall performance of this question was at a high level. A very fewer number of candidates was unable to perform at that level.

**(c)** It was required to identify the steps that must be undertaken for the successfulness of human resource planning process. Majority of the candidates had failed to answer this successfully. It may be due to lack of knowledge about the question or not understanding the question properly. It was revealed that the performance for this question was at a poor level.

- (d) The question required to state three objectives of a suitable reward management system.

It has been observed that a significant number of candidates have omitted to write answers for this question. This may be due to lack of management of knowledge or lack of academic preparation or lack of understanding of the problem. Some candidates had successfully answered and scored. However, it was revealed that the performance was low.

- (e) It was required to explain 3 ways that **Dilanta** could use to encourage employees to accept embrace the change. Most of the candidates had given average level answers to this question. Only a very few candidates obtained the allotted marks providing successful answers. Although, some candidates had presented long and irrelevant matters, they were not successful. It was observed that the performance level of candidates for this question was low. Overall performance of the question number 7 was at an average 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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