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| <b>INSTITUTE OF CHARTERED ACCOUNTANTS OF PAKISTAN</b><br><b>CERTIFICATE IN ACCOUNTING AND FINANCE (CAF) EXAMINATIONS</b><br><b>EXAMINERS' COMMENTS</b> |                               |
| <b>SUBJECT</b><br>Business Management & Behavioural Studies<br>(BMBS)  | <b>SESSION</b><br>Autumn 2019 |

**Passing %**

| Question-wise |     |     |     |     |     |     |     |     |     | Overall |
|---------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|---------|
| 1             | 2   | 3   | 4   | 5   | 6   | 7   | 8   | 9   | 10  |         |
| 52%           | 62% | 32% | 90% | 18% | 42% | 41% | 48% | 32% | 15% | 41%     |

**General comments**

There was overall improvement in the performance of examinees as compared to Spring 2019 exam. It was a balanced paper that had a mixture of easy and moderate difficulty level questions aiming to test examinees' understanding of application of management theories and concepts.

The general observation was that examinees with below average performance restricted their answers by copying the information from the given scenarios with no or weak value addition and showed lack of skills of effective use of information given in the questions.

**Question-wise common mistakes observed**

**Question 1(a)**

Examinees could not provide all the five required features of the proposed structure. Also, examinees mixed up the features of organic structure with mechanistic structure.

**Question 1(b)**

Explanation of features and reasons for growth of bureaucracy in many cases was weak. Also, examinees could not differentiate between features and reasons.

**Question 2(a)**

- (i) Examinees could only identify type of theory and failed to identify management style.
- (ii) Examinees explained the theory in general instead of explaining it by using the scenario as required in the question.
- (iii) Examinees restricted their answers to 'yes' or 'no' without stating the reasons justifying their answers.

**Question 2(b)**

- (i) Examinees could not provide many of the essential features of Theory Z.
- (ii) Examinees discussed features of Theory Z in general and could not appropriately link to the given scenario.

**Question 3(a)**

Examinees restricted the explanation to the extent of time horizon for which information could relate and could not explain the purpose of types of information.

**Question 3(b)**

Examinees restricted the discussion of using the information by management to the extent of single prospect that is planning and ignored other important aspects.

**Question 3(c)**

Examinees repeated the same advantages/disadvantages with different wordings to meet the requirement of stating three advantages and disadvantages.

**Question 3(d)**

Examinees could not provide appropriate example of how the various modules of Integrated Finance System could work simultaneously.

**Question 4**

Examinees classified weaknesses as threats and vice versa.

**Question 5(a)**

- (i) Examinees confused between hard and soft factors and explained these factors interchangeably.
- (ii) Examinees could not correctly identify 'Systems' and 'Shared Values' from the given scenario.
- (iii) Examinees attempted to discuss change in all the factors wherein under the given scenario the change had impact on 'Staff' and 'Skills' factors only.

**Question 5(b)**

Examinees mentioned types of organizational structures instead of decision making structure from the given scenario.

**Question 6(a)**

Examinees copied the information from the question while explaining the leadership style with very few value added points.

**Question 6(b)**

Examinees could not identify the leadership styles correctly and discussed 'Consultative' style as 'Participative' style and vice versa. The explanation of leadership styles was also weak.

**Question 7(a)**

- (i) Examinees could not discuss how identified perceptual problem could impact the organization in the given scenario.
- (ii) Examinees incorrectly identified the given perceptual problem as 'Stereotyping'.

**Question 7(b)**

Examinees could not mention the stages of team development in correct order. Also, the expected role of leader in different stages was discussed interchangeably.

**Question 8(a)**

Examinees identified 'Esteem need' as 'Self-actualization need' and vice versa. Also, explanation of how such needs can be satisfied was weak.

**Question 8(b)**

Examinees repeated the discussion of same limitations with different wordings.

**Question 9(a)**

Examinees showed lack of knowledge and most of the discussion of conflict resolution style was based on guess work.

**Question 9(b)**

Explanation of role of mediator in a conflict resolution was weak.

**Question 10(a)**

Examinees could not identify the correct reinforcement type from the given scenario.

**Question 10(b)**

Examinees discussed reinforcement theory in general and could not relate it with the given scenario.

**Question 10(c)**

Examinees could not mention the required tactics and most of the discussion was based on guess work.

**(THE END)**