

INSTITUTE OF CHARTERED ACCOUNTANTS OF PAKISTAN CERTIFICATE IN ACCOUNTING AND FINANCE (CAF) EXAMINATIONS EXAMINERS' COMMENTS	
SUBJECT Business Management & Behavioural Studies (BMBS)	SESSION Spring 2019

Passing %

Question-wise										Overall
1	2	3	4	5	6	7	8	9	10	
35%	22%	42%	41%	46%	10%	48%	48%	24%	53%	36%

General comments

The overall performance has declined from the previous attempt. However, a noteworthy gap has been observed among the performance of candidates as many of those candidates who passed the exams scored high marks. Most of the candidates who could not pass the exams seemed to stick to limited study and some candidates clearly lacked the ability to comprehend the requirements of the questions correctly.

The common observation was rote learning as candidates failed to exhibit the practical implication of concepts in scenario based questions. It was also observed that candidates are not utilizing the 15 minutes additional reading time appropriately and often offer lengthy irrelevant answers. Further, discussion of same points with different wordings cannot fetch any additional marks as many candidates attempted to do so to meet the requirement of the question.

Question-wise common mistakes observed

Question 1(a)

The work situation factors were listed but could not be linked under the given situation.

Question 1(b)

'Autocratic' leadership style was suggested that was not correct as Fiedler has suggested only two types of leadership styles i.e. task oriented and relationship oriented.

Question 1(c)

Those candidates who could not identify the correct leadership style in part (b) also could not answer this part correctly.

Question 1(d)

Candidates suggested to change the leadership style under the given situation. However, as per Fiedler, individual leaders are either task-oriented or relationship-oriented by nature and it is not possible to change them.

Question 2(a)

Instead of mentioning four matters that management would need to keep in perspective while setting organizational goals, candidates could only offer one matter correctly i.e. goals should be SMART and then attempted to discuss this matter under four separate points.

Question 2(b)

Candidates discussed that goals should not be overly challenging and unrealistic as limitations despite the fact that question specifically mentioned to assume that goals were realistically challenging.

Question 3(a)

Criticism on theory was weak.

Question 3(b)

Candidates were not able to correctly identify and explain the managerial roles under the given situations correctly. Those candidates, who identified managerial roles correctly, simply copied the information from given situation as an explanation of managerial roles.

Question 4(a)

Types of leadership styles i.e. autocratic and democratic were mentioned instead of decision making styles i.e. centralized and decentralized.

Question 4(b)

Good performance was observed from those candidates who correctly identified decision making styles under part (a).

Question 5(a)

Candidates could only mention one difference between deterministic and self-organizing open systems correctly and opted to repeat the same with different wordings to meet the requirement of the question to mention two differences.

Question 5(b)

Some of the components of personnel system were not stated correctly.

Question 5(c)

Candidates could not explain the term 'expert system' appropriately and opted for guess work. Further, candidates could only offer two to three benefits correctly and repeat the same benefits with different wordings to meet the requirement of listing four benefits.

Question 6

- Surprisingly, some candidates were not even cognizant with the Porter's Five Forces model.
- Only few candidates could mention the strength of each force despite the fact that question specifically required to do so.
- In many instances, candidates offered weak arguments and in some instances offered arguments could not complement the strength of each force mentioned by them.

Question 7(a)

Candidates wrote lengthy answers despite the fact that this part of question carried only 04 marks.

Question 7(b)

In part (i) candidates did not follow the requirement of step wise implementation of MBO process and lost some marks. Further, candidates confused MBO process with goal setting process and offered irrelevant replies.

In sub-part (ii), good performance was observed.

Question 8

- Candidates attempted to explain the term 'culture' in a generalized manner despite the requirement of the question was to explain it as per Geert Hofstede.
- Weak explanation was offered while discussing five dimensions of culture.

Question 9(a)

Candidates were not able to identify 'states' correctly.

Question 9(b)

Candidates could not interpret the requirement correctly and instead opted to discuss the change process in detail. For candidates who interpreted correctly, some of them restricted their answer to 'yes' or 'no' only whereas question clearly required the justification of agreement or disagreement.

Question 10(a)

Candidates could not differentiate under the headings of 'goals' and 'focus' and offered the same answer with different wordings.

Few candidates mistakenly discussed distributive bargaining as integrative bargaining and vice versa.

Question 10(b)

In part b(i), good performance was observed.

In part b(ii), commenting on why other styles of leadership were not relevant under the given situation, candidates could not corroborate with the situation and opted for generalized answers. Candidates even attempted to suggest the leadership style to be adopted which was not the requirement of the question.

The End