

INSTITUTE OF CHARTERED ACCOUNTANTS OF PAKISTAN CERTIFICATE IN ACCOUNTING AND FINANCE (CAF) EXAMINATIONS EXAMINERS' COMMENTS	
SUBJECT Business Management & Behavioral Studies (BMBS)	SESSION Spring 2020

Passing %

1	2	3	4	5	6	7	8	9	10	Overall
42%	45%	40%	45%	52%	41%	81%	44%	35%	17%	42%

General comments

The overall performance in this attempt (42%) is consistent with the previous attempt (41%). The paper was comprised of short business cases / scenarios where examinees were expected to apply understanding and knowledge they gained while preparing for BMBS exam. As noted in the previous attempts and also communicated many times, still number of examinees failed to comprehend as to how to apply the key concepts to the given practical situations. Many examinees reproduced the theories / concepts as rote learning rather than aligning the same to the given cases / scenarios.

Question-wise common mistakes observed

Question 1 (a)

- Examinees could not explain all the characteristics of Weber's Ideal Bureaucracy and restricted their answers to 3-4 characteristics only.
- Examinees could not correctly relate characteristics to the given scenario and some examinees attempted to use the same information to relate different characteristics.
- Examinees attempted to relate characteristics of 'promotion of individuals' and 'achievement of efficiency in operations' to the given scenario for which in fact, no information was provided in the given scenario.

Question 1 (b)(i)(ii)

- Instead of identifying and explaining the functions of management by Henri Fayol, examinees explained principles of management by Henri Fayol.
- Examinees could not suggest improvement in controlling and coordinating for resolution of given issues.

Question 2

- Examinees opted to identify and explain all six elements of cultural web despite the fact that question specifically required the identification and explanation of those elements of cultural web that were presented in the given situation.

- Examinees attempted to relate the elements of 'routines and rituals' and 'organization structure' even though these were not presented in the given situation.
- Examinees incorrectly related the elements of 'power structure' with 'control systems' and 'symbols' with 'routines and rituals'.

Question 3 (a)

- Examinees discussed the support of stakeholders in general rather than discussing the likely support of each given stakeholder individually.
- Examinees restricted their answers only to the statements that whether a particular stakeholder would be supportive or not without giving the rationale for their statements.

Question 3 (b)

Examinees discussed 'labor union' whereas as question specifically mentioned source of power for 'individual employees'.

Question 3 (c)

- Examinees incorrectly mentioned that individual employees have low power and low interest and customers have low power and low interest.
- Examinees mixed the recommended approaches for stakeholders having 'low power and high interest' with 'high power and low interest'.

Question 4 (a)

- Examinees mixed-up the democratic and laissez-faire leadership styles.
- Examinees incognizant of Lippitt and White leadership styles opted for guesswork and came up with self-made titles for the given leadership styles.

Question 4 (b)

- Examinees restricted their answers to one advantage and one disadvantage only under each leadership style.
- Examinees restricted the advantages and disadvantages in the context of quality of output only for the given leadership styles.

Question 5

- Examinees could not identify all three components of attitude. Few examinees mentioned 'affective' component of attitude as 'effective'.
- Examinees could not correctly relate the 'affective' and 'behavioral' components of attitude to the given situation.

Question 6

- Examinees confused 'instrumentality' and 'valence' and explained them interchangeably.

- Examinees restricted their answers only to the statements that strength of a particular determinant would high or low without discussing the rationale behind these statements.
- Examinees could not suggest reasonable course of action to satisfy Shayan's valence.

Question 7 (a)(b)(c)

- Examinees could only offer 2-3 advantages of using computer networks. Many examinees repeated the same advantages with different wordings to meet the requirement of four advantages.
- Examinees could only offer 2-3 distinguishing features of LAN and WAN.
- Examinees could not provide correct example of MAN.

Question 8 (a)

- Examinees not cognizant of competitive strategic approaches opted for guesswork and ended with self-made titles for these approaches.
- Examinees either could not explain the competitive strategic approaches or failed to relate them with the given scenarios correctly.

Question 8 (b)

- Examinees offered weak explanation of value addition by Biryani Place and White Paper Center.
- Few examinees attempted to offer suggestions for value addition by means of using value chain analysis.

Question 9

- Examinees could not differentiate between 'open loop' and 'closed loop' control systems and identified or explained them interchangeably.
- Examinees could not explain the control system in the context of given situations.

Question 10 (a)

- Examinees did not differentiate the negotiation tactics being employed by Imad and Zeeshan and offered the answers in general.
- Examinees could only identify and relate 2-3 negotiation tactics correctly.
- Examinees did not offer risks associated with the given negotiation tactics.

Question 10 (b)

- Examinees identified and explained only 2-3 negotiation skills correctly. Many examinees repeated the points with varying wordings with an attempt to meet the requirement of explaining five skills.
- Examinees restricted the discussion of negotiation skills in the context of communication skills only.
- Examinees could not relate the negotiation skills with the given scenario correctly.

The End