

**INSTITUTE OF CHARTERED ACCOUNTANTS OF PAKISTAN**

**EXAMINERS' COMMENTS**

<b>SUBJECT</b>	<b>SESSION</b>
Business Management and Strategy (BMS)	Certified Finance and Accounting Professional (CFAP) - Summer 2019

**Passing %**

1	2	3	4	5	6	7	8	Overall
44%	35%	30%	41%	29%	61%	36%	33%	34%

**General comments**

The overall result showed marked improvement from several previous attempts. The examinees who could not perform satisfactorily exhibit rote learning, copying information from question, giving lengthy irrelevant answers or mere repetition of same idea with different wordings.

**Question-wise common mistakes observed**

**Question 1**

- Some examinees could not identify the issues from given scenario and instead wasted their time by discussing hypothetical issues having no direct relevance to the scenario.
- Many examinees overlapped the suggestions for improvements in the process of workforce planning and recruitment and selection.
- Only few examinees suggested the consideration of strategic objectives for workforce planning.
- Some examinees wasted their time on lengthy discussion over types of tests and interviews that should be conducted before selecting employees.
- Only handful of examinees suggested the identification of training needs before arranging the training and development programs.
- Many examinees discussed the methods for providing training which was not the requirement of the question.
- Many examinees suggested the development of a human resource department under different headings, which was not incorrect but it was too generalized suggestion particularly when question required specific suggestions.

**Question 2(a)**

Discussion of strategies for successful e-branding was mostly restricted to single statements, e.g. duplicate the existing brand name or create the new brand for web, etc.

**Question 2(b)**

Many examinees could not differentiate between principles of interactivity, intelligence, individualization and integration and incorrectly related these principles to the given scenario.

**Question 3(a)**

- Some examinees could not identify the backward vertical integration from the given scenario.
- Many examinees repeated the same benefits by using different wordings.

**Question 3(b)**

This part was performed well by the examinees.

**Question 3(c)**

- Some examinees could not even identify four perspectives of balanced scorecard.
- Many examinees restricted their answers to only financial measures under each perspective of balanced scorecard.

**Question 4**

Many examinees failed to identify the correct phase of growth and opted for guesswork. Consequently, they could not be able to suggest appropriate measure.

**Question 5(a)**

This part was answered well by majority of the examinees.

**Question 5(b)**

- Many examinees could not differentiate between requirements under (i), (ii) and (iii).
- Most examinees repeated the same points throughout this part.

**Question 5(c)**

This part was answered well by majority of the examinees.

**Question 6**

This question was answered well by majority of the examinees.

**Question 7(a)**

- Many examinees misconstrued the requirement and offered initiatives only specific to corporate social responsibility instead of environmental initiatives.
- Some examinees discussed sustainable reporting which was not the requirement of the question.

**Question 7(b)**

- In part (i), there was repetition of the same factors with different wordings.
- In part (ii), some examinees discussed mirror test for resolving the ethical issue.
- Some examinees listed down all the threats with a view that some of these would be correct and marked accordingly.

**Question 8**

- Some examinees could not offer correct suggestion of inventory control mechanism for given categories.
- Many examinees correctly identified the requirements for a successful JIT, however, some of them still could not infer that JIT was not a practical option under the given scenario.

***(THE END)***