

**BUSINESS MANAGEMENT – PAPER 11****1.0 GENERAL COMMENTS****1.1 General Performance**

- Generally candidates performed well. The pass rate improved to 62.71% from 60.56% for the previous sitting.

**2.0 PERFORMANCE IN INDIVIDUAL QUESTIONS****2.1 Question 1**

- This was a case study question on strengths, weaknesses, opportunities and threats (SWOT) analysis. It specifically required candidates to: (a) identify the strengths, weaknesses opportunities and threats of Fruity Tymes Ltd; (b) explain the variables to be put into consideration when using the market mix strategy.
- Part (a) was challenging to most candidates as they tended to interchange threats with weaknesses.
- Part (b) was fairly done.

**2.2 Question 2**

- Required candidates to : (a) differentiate between programmed and non-programmed decisions, (b) explain the steps of the decision making process.
- The question was fairly answered, although some candidates did not display good knowledge about programmed and non-programmed decisions.

**2.3 Question 3**

- This was not a popular question.
- Required candidates to explain: (a) Victor Vroom's expectancy theory, and (b) the likely signs of a poorly motivated staff.
- Candidates displayed limited knowledge of this subject area; those who attempted it did not perform well.

**2.4 Question 4**

- Required candidates to explain why it is important for organizations to maintain high ethical standards in conducting businesses.
- Many candidates attempted this number but displayed limited knowledge about ethical standards.
- Relevant examples were also limited.
- Candidates are encouraged to define key terms in given questions.

**2.5 Question 5**

- Candidates were required to explain: (a) the term 'management by objectives (MBO)', (b) the importance of management by objectives to any modern organisation.
- This question was also not popular and some of those who attempted did not display good knowledge of MBO.
- Students are advised to attach importance to the key words while attempting questions.

**2.6 Question. 6**

- Required candidates to explain the factors that make a manager a good leader in an organization.
- It was a popular question which was answered fairly well.
- Some candidates, however, ignored the requirement to explain and consequently scored lower marks.

**2.7 Question. 7**

- Required candidates to explain why accounting ratios are an important management tool in profit making organisations.
- Very few candidates attempted the question and did not perform well.
- Candidates are advised to revise all sections of the syllabus.

**2.8 Question .8**

- Required candidates to write short notes on any one of: (a) importance of committees in an organization, (b) organizational effectiveness, or (c) duties of a purchasing department.
- Parts (a) and (c) were popular but candidates showed limited knowledge about the importance of committees.
- Very few candidates attempted part (b), and had limited grasp of organisational effectiveness.
- Candidates are advised to prepare intensively for examinations