

This document should be read in conjunction with the examiner’s suggested answers and marking guidance.

### **General comments**

This exam was based on a pre-seen scenario which described a company in the soccer industry. A number of variant exams were set, each offering additional scenario-based information and each having three sections to be completed. Each section contained two or more specific tasks.

### **Candidate performance**

Performance overall was good and in some cases excellent.

The two main problems were candidates failing to answer what was asked and writing everything they knew on the topic being asked about. Many candidates did apply their answers to the industry, which was good.

Some candidates had made good use of the pre-seen materials and showed understanding of the soccer industry, which was heartening. Some candidates demonstrated surprisingly little knowledge of the pre-seen material which was surprising. It was as if candidates did not realise it was important. It was good to see that most candidates tried to use relevant models and did not produce lists of inappropriate ones.

In most of the questions it was hoped candidates would be able to use industry knowledge and knowledge of the company to help formulate answers. It was very good to see strong evidence that many candidates had familiarised themselves with the industry.

### **Looking ahead to future examinations**

Candidates should read the pre-seen material carefully to get a good understanding the industry and the company, which will be the focus of the exam. This will help candidates formulate good answers that relate to the questions.

Candidates must manage their time well and make sure they do not run out of time on sections they know well.

A good level of knowledge of the three strategic syllabi is necessary in order to do well in the exams. It is not enough to have knowledge of topics; candidates must be able to apply their knowledge to a variety of situations and show they have an in-depth understanding of the subject matter.

## Variant 1

	Designed to test ability to:	Competency being tested:	Syllabus lead learning outcome:
<b>Section 1</b>	Identify key risks	Technical Skills	P3 (A2) – evaluate strategic management policy decisions
	Evaluate investment	Business skills	E3 (B1) – evaluate the process of strategy formulation
<b>Section 2</b>	Discuss share price reaction	Technical Skills	F3 (A1) – evaluate strategic financial and non-financial objectives of different types of entities
	Recommend media response	People Skills	E3 (A1) – evaluate the influence of key external factors on an organisation’s strategy
	Evaluate implications of key appointment	Leadership Skills	E3 (D1) – evaluate the tools and techniques of strategy implementation
<b>Section 3</b>	Evaluate potential cash flows from project	Business skills	F3 (A1) – evaluate the types of risk facing an organisation and recommend appropriate responses
	Evaluate the response of competitors	People Skills	E3 (A1) – evaluate the influence of key external factors on an organisation’s strategy
	Advise on negotiation with broadcaster	People Skills	E3 (B1) – evaluate the process of strategy formulation
	Advise on management structure	Leadership Skills	E3 (D1) – evaluate the tools and techniques of strategy implementation

## Comments on performance

### Section 1

#### Key Risks on signing Novak

The candidates showed clear signs of applying knowledge of the pre-seen material.

Some candidates immediately spotted the Beckham type signing and the impact on both club and country influence. Others picked up on Portsmouth type overspend and near bankrupting of the club. Neither of these issues were required in the discussion to gain high marks.

There were lots of good answers, good lists of positive and negative issues. A high percentage of candidates indicated possible negative effects on other, current top players. Likewise, high awareness of the imbalance between Novak and other players was demonstrated.

A low percentage of candidates picked up on culture clash, or the away-from-home situation causing stress to Novak, affecting his morale.

The second part of the section was to discuss the positive and negative financial impacts for the club. This was generally reasonably well answered, although not as strong as the first part. Many answers focused on overspend and the risk of extra cost. Overall answers tended towards the pessimistic side.

## **Section 2**

### **Impact on Share price**

Surprisingly weak, generalist answers, many without specific reference to the actual scenario and shareholder types involved in this type of enterprise (lack of Finance houses etc., mostly supporters and small investors). Those that identified shareholders scored very well as they immediately picked up on active ownership of and belonging to the club....not as an investment as such, so the price would be moved by more new shareholders (Fans) rather than existing shareholders wishing to increase their holding for returns purposes.

### **Key Messages to Media**

This was answered well by many candidates. Most understood the need for early communications to counter rumours and for economy of breadth of detail, focusing on the positive messages, for the morale of the team and finance side for the club. The best candidates highlighted a need for squad briefings in conjunction with press releases to manage team morale, plus effects on national league position for the sport as a whole.

### **Novak's signing implications on motivation and driving team performance**

Many focused on the negative implications of having someone paid disproportionately high in relation to the other players.

The best answers highlighted both sides, the risks overcome by good team engagement/communications and focusing on the positive aspects of experience and pseudo coaching ability of Novak to bring on the younger players.

### **Ethical implications of misleading the players**

Generally poorly answered, mostly on the basis of ...."it's bound to leak eventually so better tell them now or it will become a demotivating issue to deal with", rather than a proper ethical reason for doing it.

Better answers were more structured and were considering the wider implications of the Code of Ethics and the team.

### **Section 3**

#### **New Broadcasting venture**

This was not well done as some candidates focused on the wrong issues. Candidates must try and answer what was asked.

#### **How to evaluate potential cash inflows**

This was generally very well answered. Good students scored well with extrapolations taken from other countries with similar scale leagues, looking at % revenues and signings in other countries etc., and actually looking at demand from a world wide fan base which would want to see Novak...as per the Japanese example.

#### **How likely is Orbit to release the clubs**

Generally very poorly answered. Many students failed to mention the collective force of the whole league, focusing rather on the contractual position of Orbit in a rather negative way. Students struggled to make cohesive arguments about this. The better candidates did pick up on collective action and some saw through to an excellent partnership, or collaboration with Orbit, restructuring Orbit's contracts to allow use of their infrastructure and expand into international broadcasting without huge set up costs.

#### **Organisation of Management structure of new company for encouragement of strong performance**

Again many candidates struggled here and wrote pure theory of general good governance structure; committees etc. without any link to the scenario. Many missed any sort of measurement criteria. Most got a degree of representation from all clubs with no particular ascendancy. The better candidates did well in this section showing good specialist knowledge of; International Sports, Broadcasting, International experience in selling, with objectives and measurement criteria based on progression to success. There were plenty of areas for candidates to score highly if their responses were applied to the scenario, most did not. A general lack of experience showed through.

## Variant 2

	Designed to test ability to:	Competency being tested:	Syllabus lead learning outcome:
<b>Section 1</b>	Evaluate challenges of team building	People Skills	E3 (C1) – advise on the important aspects of organisational change
	Advise on predicting future performance	Leadership Skills	P3 (B1) – evaluate the tools and processes required for strategy implementation
<b>Section 2</b>	Identify significant risks	Technical Skills	P3 (A1) – evaluate the types of risk facing an organisation and recommend appropriate responses
	Evaluate implications of falsifying certificate	Business skills	E3 (A2) – evaluate ethical issues arising from the organisation’s interaction with its environment
<b>Section 3</b>	Discuss share price reaction	Technical Skills	F3 (A1) – evaluate strategic financial and non-financial objectives of different types of entities
	Evaluate business model	Business skills	E3 (A1) – evaluate the influence of key external factors on an organisation’s strategy
	Evaluate governance structure	People Skills	E3 (A1) – evaluate the influence of key external factors on an organisation’s strategy
	Advise on performance evaluation	Leadership Skills	E3 (D1) – evaluate the tools and techniques of strategy implementation

## Comments on performance

In general, candidates performed well on this variant of the examination. The quality and depth of answers showed steady improvement and far more candidates presented applied rather than generic answers. Nearly all candidates on this variant attempted all three sections.

## **Section 1**

### **Challenges of resourcing and motivating a national team**

The first part of section 1 focused upon the challenges of resourcing and motivating a new national team. There were some good answers to this first part, with many candidates providing comprehensive answers relating to the challenges of player motivation, the reaction of the current league teams and the lack of resources. Some answers focused too much upon general motivational issues and there was a lot of theoretical, and largely irrelevant, discussion on these motivational issues.

### **Predicting long term success**

The second part of section 1 asked candidates to consider the methods that could be used to predict the national team's long term success. This part of the question was not well answered by most. Instead of discussing the prediction of success they discussed how you could create success, such as more investment, better publicity etc. This was not what was asked for. Very few candidates discussed Delphi or modelling techniques and very few candidates showed any real understanding of the use of Big Data in this context.

Overall, candidates performed reasonably well on this section.

## **Section 2**

The second section focused upon the risks for Glory of allowing its players to play for the national team and the implications of falsifying a player's medical records.

### **Upside and downside risks**

Many candidates provided a very good answer to the first part of this section, identifying and discussing a wide range of both upside and downside risks. The better candidates also provided a sound range of mitigating risk factors.

### **Falsifying medical records**

The second part of the task, relating to the request to falsify one of Glory's players' medical records, was answer reasonably well by most candidates. Most candidates identified the relevant aspects of CIMA's ethical code which would be breached and also discussed the implications that this would have upon Glory, including the financial and reputational risk. The main weakness of some answers to this question was that they were rather thin and undeveloped and failed to address the ethical consequences of taking this action.

Overall, candidates performed well on this section.

### **Section 3**

Candidates were required to address four separate issues within this section.

#### **Impact upon Glory's share price of investing in the new national soccer association**

Candidates demonstrated a reasonable understanding of the potential impact upon Glory's share price, although some answers went little further than explaining who the shareholders were. Most candidates presented a balanced answer which explained why the share price rise/fall.

#### **Proposed business model**

The second task related to the viability of the proposed business model for the Veldoun Soccer Association (VSA). This part of the question was not answered well by most candidates as they failed to address the requirement adequately. Most answers focused only upon its viability in terms of structure rather than a wider discussion of the long-term financial viability.

#### **Governance structure**

The third task, relating to the proposed governance structure, was not answered well by most candidates. Many answers were largely theoretical and failed to adequately address the weaknesses evident in the proposal. Several candidates suggested that the proposed structure was perfectly adequate.

#### **Evaluation of performance**

The final task, relating to the evaluation of the performance of the VSA was not well answered, largely because most candidates misinterpreted the question. Most candidates presented some form of Balanced Scorecard which, where applied to the VSA, were awarded credit. In general, this task was not well answered.

### Variant 3

	Designed to test ability to:	Competency being tested:	Syllabus lead learning outcome:
<b>Section 1</b>	Evaluate strategic proposal	Business skills	E3 (B1) – evaluate the process of strategy formulation
	Predict success of rights issue	Technical Skills	F3 (C2) – evaluate the value of entities
<b>Section 2</b>	Evaluate management’s response to controversy	People Skills	E3 (C1) – advise on the important aspects of organisational change
	Evaluate business implications of rebranding	Business skills	F3 (A1) – evaluate strategic financial and non-financial objectives of different types of entities
	Evaluate ethical implications of rebranding	Leadership Skills	E3 (A2) – evaluate ethical issues arising from the organisation’s interaction with its environment
<b>Section 3</b>	Evaluate governance risks	Technical Skills	E3 (B3) – evaluate the risks associated with corporate governance
	Advise on management of decision process	Leadership Skills	F3 (A2) – evaluate strategic financial management policy decisions
	Evaluate manager’s accountability	Leadership Skills	E3 (B1) – evaluate the process of strategy formulation
	Advise on management structure	People Skills	E3 (B1) – evaluate the process of strategy formulation

### Comments on performance

In general, candidates made a realistic attempt at this variant. There were some very good scripts, with most candidates making a realistic attempt. There were very few incomplete scripts. Overall, there was a good standard of answers. There was some evidence of reflection on the pre-seen material and of its application to the tasks.



Candidates often let themselves down by failing to recognise that soccer was being presented as a business venture. It is becoming increasingly common for candidates to demonstrate that they have engaged with the pre-seen material by identifying relevant real-world scenarios and using these to illustrate answers. This can add depth to an answer, provided the scenarios are linked to the arguments and are relevant to the task. Some candidates clearly knew a great deal about soccer because of their personal interest in the sport and were in danger of distracting themselves by describing anecdotes that had little real bearing on the requirement.

### **Section 1**

Section 1 began with the scenario that the company's chairman wishes to embark on an ambitious expansion scheme for the stadium, which would be financed by means of a substantial rights issue.

#### **Is this a sensible strategic direction for the company to take and might scenario planning help decide?**

Many candidates linked their arguments back to the information provided concerning the occupancy levels in the current stadium. It would take a significant increase in demand to use any of the proposed additional seating. Answers often simply repeated the chairman's ambitions without expressing an opinion on whether they are realistic. The discussion of scenario planning was often poor. Many candidates wrote little, or offered a very generic description of scenario planning without indicating how it might be applied to this particular case.

#### **Rights issue**

Stronger candidates offered a reasoned discussion of the factors that would have an impact on the rights issue. Those who had thought about the scenario recognised that the chairman would be obliged to take his full allocation of shares, so it is almost certain that a third of the additional shares would be sold regardless. There is also the fact that many of the shareholders are fans of the club and would wish to buy shares simply to see their team's reputation enhanced with an extended stadium.

The more finance-based arguments concerning discounts and expectations of future cash flows were still valid and still received credit, but the role of the chairman and the fans who own shares could make a significant difference.

### **Section 2**

Section 2 addressed the implications of the chairman serving on the board of a major commercial corporation that has paid a substantial amount to advertise at the club's stadium. There is also a proposal that the stadium's name will be changed.

#### **Handling of the shareholders and of the media**

The sponsorship of the stadium is a contentious matter because of Kartar's dual role in the management of both Glorious Energy Group and Glory. There appears to be a concern that Kartar has diverted Glorious Energy's cash into Glory by arranging for Glorious Energy to purchase an

expensive advertising slot. Many candidates failed to appreciate that this appears to be a direct conflict of interests and that Kartar should have made a better job of reassuring the shareholder (and the body of shareholders at the general meeting) that his purchase of this advertising was in the company's best interests.

Kartar made no real attempt to address the resulting press comment. Candidates generally made sensible comments about the need to remain on top of media comment and to get ahead of the story.

### **Renaming the stadium**

Kartar proposes changing the stadium name to earn sponsorship. This has been unpopular with the fans. The question arises whether that matters and whether the decision could have an ethical dimension.

Many candidates were able to establish that it was in the club's interests to keep the supporters happy. Many were able to demonstrate that the supporters were both customers and shareholders and could highlight the potential consequences of undermining their relationship with the club.

The discussion of the ethical dimension of this decision was often limited to referring to the CIMA Code of Ethics with little real application. The main ethical dilemma arising here is that the club's supporters are loyal and so it may be viewed as rather abusive to upset them over an emotive issue such as renaming the stadium.

### **Section 3**

Section 3 involves the Chairman deciding to sign a foreign player without consulting the club's manager or its Director of Soccer. Could this have been handled better? The task goes on to ask candidates to consider the implications of this signing for the club's ability to hold the manager accountable for the team's performance. What are the challenges associated with having a Team Manager and a Director of Soccer and how might they be overcome?

#### **Risks associated with Kartar getting involved in team management**

Many candidates drew parallels with similar situations that have allegedly arisen in the real world. Such analysis could receive credit provided it was linked to the question and led to an answer to the requirement. There were diverse arguments and each was marked on its merits. Better candidates addressed the basic issues of the lack of transparency in this decision and the potential for demotivating the Team Manager.

#### **How should the signing have been handled?**

Many candidates addressed the most relevant issue, namely that of ensuring that the lines of reporting and responsibility were maintained. Weaker answers tended to focus on footballing issues and made little attempt to address the scenario.

### **Should the manager remain accountable?**

Better candidates addressed this issue in a pragmatic manner and recognised that the Team Manager should still be expected to manage the team to the best of his ability. Even if team selection has been taken over with respect to this one player, the manager retains control over tactics and filling the remaining places on the team. Furthermore, many candidates recognised that if nobody is made responsible then the team might have no direction.

### **Division of responsibilities between the Team Manager and the Director of Soccer**

Many candidates offered suggestions that were based on the typical division of responsibilities between a director and manager who have the same functional interest (e.g. a sales manager and a sales director). This approach tended to lead on to sensible suggestions concerning ways in which unhelpful overlap might be minimised and confusion averted. This part was particularly prone to solutions that simply listed cases where a soccer club's director of soccer had either had a successful or unsuccessful partnership between the people occupying these roles. Such an approach would have been fine if it had prompted a response to the requirement, but it frequently did not do so.

**Variant 4**

	<b>Designed to test ability to:</b>	<b>Competency being tested:</b>	<b>Syllabus lead learning outcome:</b>
<b>Task 1</b>	Recommend appropriate media response	People Skills	E3 (A1) – evaluate the influence of key external factors on an organisation’s strategy
	Design internal audit response	Technical Skills	P3 (C3) – evaluate the purposes and process of audit in the context of internal control systems
<b>Task 2</b>	Identify risks	Technical Skills	P3 (A1) – evaluate the types of risk facing an organisation and recommend appropriate strategies
	Recommend responses to risks	Business skills	P3 (A1) – evaluate the types of risk facing an organisation and recommend appropriate strategies
	Advise on briefing the board on financial and motivational challenges	Business skills	F3 (A2) – evaluate strategic financial management policy decisions
	Recommend response to challenges	Leadership Skills	E3 (D1) – evaluate the tools and techniques of strategy implementation
<b>Task 3</b>	Recommend response to challenge to sustainability	Leadership Skills	E3 (A2) – evaluate ethical issues arising from the organisation’s interaction with its environment
	Evaluate proposal to replace major product line	Leadership Skills	F3 (A2) – evaluate strategic financial management policy decisions
	Evaluate skills required for new product launch	People Skills	E3 (C3) – recommend change leadership processes in support of strategy implementation
	Recommend evaluation	Business skills	E3 (D1) – evaluate the tools and techniques of strategy implementation

## Comments on performance

The standard of scripts for this variant was quite high. There was a small number of really good scripts and a lot which made a reasonable attempt at the tasks but there was less evidence of good use of pre-seen material and research. Many candidates made references to well-known football clubs but few demonstrated wider understanding of football as a business.

A number of candidates wasted time providing introductions to sections which contained material then repeated in the body of their answer. There were also many candidates who submitted very unstructured answers – a block of text for each section with no headings or sub headings. Whilst this did not directly impact their marks- the marker could read the work and pick out the points- their “brain dump” approach did lead to issues not being addressed and work not being fully focused on the requirements of the tasks. A little time and care taken to provide an appropriate structure would probably have improved the quality of their answers.

There were very few scripts where candidates did not attempt all 3 sections.

### Section 1

Section 1 began with the scenario that the factory which makes Glory’s replica football shirts has been using child labour.

#### Counterfeit claims

Candidates were asked to respond to the suggestion that Glory should claim that the factory was illegally counterfeiting Glory shirts. Most candidates correctly identified that the proposed denial would do more harm than good. Ethical issues were reasonably well addressed, with many referring to the CIMA code of ethics, although some did not.

#### Internal audit

Candidates were asked to consider the use of the internal audit (IA) department to conduct an investigation into the factory working conditions. This was generally the weakest part of the whole variant. Whilst a few candidates addressed this well, many did not make any mention of the audit tests which could be undertaken or the controls which should be in place. The suitability of the IA department for this task was generally not addressed at all. Performance in this section indicated a lack of technical knowledge of IA.

### Section 2

Section 2 addressed the strategic implications of a proposal to manufacture and sell shirts rather than having this done by Morro.

### **Risks and challenges**

Candidates generally made reasonably good attempts at identifying risks associated with manufacturing the shirts, but surprisingly few mentioned the risks and challenges presented by selling.

### **Financial management and motivation**

This part specifically asked for how the financial management and motivational challenges could be explained and addressed. Many candidates repeated material in this section, having already identified financial management issues as risks associated with manufacturing. Motivation was often addressed using a model such as Lewin but many just outlined a model rather than applying it to the scenario.

### **Section 3**

In section 3 a suggestion was made that annual changes of football strip were unfair. Replacing this income stream with sales of branded homeware was suggested. This section was generally the best answered.

### **Sustainability of football shirt changes**

Some candidates responded by simply agreeing that Glory should only change shirts once every three years, but most came up with reasonable arguments for continuing annual changes. Points such as the requirements of sponsors, the need for the income stream from shirt sales and the fact that fans have a choice whether or not to buy the shirts were generally well made.

### **Viability of homeware sales**

Most candidates made sensible comments on how a decision on the viability of homeware sales could be made, although a few dismissed the possibility of this being viable without any supporting discussion. (Some rejected it because women buy homeware and don't support football).

### **Skills required**

Whilst most candidates correctly discussed the marketing skills required, for example, some answers to this section were very scant, not really getting much further than that more staff would be required without specifically addressing what skills they should have.

### **Evaluating the merchandising department**

This part was often well addressed, many candidates suggested a balanced scorecard approach and made reasonable suggestions for appropriate performance indicators.

**Variant 5**

	<b>Designed to test ability to:</b>	<b>Competency being tested:</b>	<b>Syllabus lead learning outcome:</b>
<b>Section 1</b>	Evaluate the commercial viability of the proposal	Business skills	E3 (A1) – evaluate the influence of key external factors on an organisation’s strategy
	Identify the risks created by the proposal	Technical Skills	P3 (A1) – evaluate the types of risk facing an organisation and recommend appropriate strategies
<b>Section 2</b>	Identify leadership challenges	Leadership Skills	E3 (C1) – advise on the important aspects of organisational change
	Evaluate potential mentoring relationship	People Skills	E3 (C3) – recommend change leadership processes in support of strategy implementation
	Evaluate commercial benefits of granting loan	Business skills	F3 (A2) – evaluate strategic financial management policy decisions
	Evaluate ethical benefits of granting loan	Leadership Skills	E3 (A2) – evaluate ethical issues arising from the organisation’s interaction with its environment
<b>Section 3</b>	Evaluate business valuation models	Technical Skills	F3 (C2) – evaluate the value of entities
	Advise on encouragement of supporters to follow a newly formed team	People Skills	E3 (B1) – evaluate the process of strategy formulation
	Recommend evaluation system for management	Leadership Skills	E3 (D1) – evaluate the tools and techniques of strategy implementation

## Comments on performance

### Section 1

#### Commercial viability of Second Division

The industry is considering an expansion scheme that would involve the creation of a second tier of businesses? There could be potential costs and benefits. Candidates were expected to offer a number of ideas as to whether this makes commercial sense. There were some very good answers to this part with candidates querying whether there were enough players and enough soccer supporters to make this viable.

#### Risks

Candidates were free to decide on the risks as long as they are justified. The discussion should have considered the implications for smaller clubs as well as Glory and many candidates did not think about this at all, which was disappointing. The issues do differ because the dominant businesses will face very different threats. This part was not done well as many candidates had limited ideas on risk.

### Section 2

#### Leadership challenges

This scenario is about an unusual arrangement whereby an independent entity will use the clubs facilities. The relationship is not wholly independent, although there will be a distance because of ownership and also the possibility that the clubs will compete in the medium term future. Many candidates gave good answers to this part and made sensible suggestions of ways this could be handled. This part of the section was done quite well.

#### Karter's mentorship

This question raises important governance issues about the need for company directors to operate independently. Sanjay could learn from Karter, but he might be unwilling to sacrifice control and status by taking advice. This part was not done very well. Candidates wrote very little in some cases and others just said yes they should have him as a mentor with no other issues being raised. More was required to gain a high mark.

#### Loan from Glory

The pre-seen can be used to argue that Glory has plenty of cash, so the investment will not leave the club struggling. It will put some of that cash to work and will generate a return.



Candidates had to consider whether it is a sensible risk given the type of assets that Praree will be able to pledge. Most candidates did not mention the fact that there was plenty of cash so did not do well in this part. Candidates did not think about risk and most did not even mention obvious points like the risk of not being repaid. This part was, surprisingly, done badly.

### **Ethics**

The proposal appears to be an abuse in order to conceal the nature of Kartar's relationship with the club. What are the potential implications of such an underhand arrangement? Many candidates performed quite well and were able to discuss the ethical problems in this task. It was great to see better attempts at the ethics part as sometimes the ethics tasks are done very badly.

### **Section 3**

#### **Share price**

What are the respective merits of profit and asset bases for evaluating the share price? Many candidates managed to relate this argument to the business under consideration which was excellent and good marks were obtained in this part. Candidates on the whole seemed to understand this task and knew a reasonable amount about valuations which was heartening. Most candidates were able to discuss the club and not just discuss valuation in general terms.

#### **Communication**

The supporters may feel alienated by the relationship and so Glory should ensure that they understand the reasoning and create a positive impression that supports the club's interests. Many candidates were able to suggest good ways of communicating with the stakeholders and good suggestions of what the communications should say. This was excellent.

#### **Should Glory's fans support Praree City?**

In time, this could create advantages or disadvantages for the club and many candidates did comment on both. Candidates should have taken a long-term view of the relationship and thought about whether the new business should be positioned as a means of attracting new customers or have existing customers invest in both. This was answered very badly with some answers being very short. This was probably the part with the poorest answers.

#### **Evaluation criteria**

Candidates should have considered the ideal outcome of this liaison and should offer an evaluation system that would be consistent with that. Candidates struggled with this section also with very brief answers. Some wrote very general answers on performance evaluation which did not gain many marks.