



Incorporated by
Act of Parliament No. 23 of 2009

PILOT PAPER – 2023-2027 SYLLABUS

ML3.3 Digital Business & Project Management

Managerial Level

ANSWER KEY

Practice Examination – Part I

Q. No	Answer
01	C
02	A
03	C
04	D
05	D
06	B
07	A
08	B
09	C
10	A

Practice Examination – Part II

Question 01 - Digital Business- each question 02 marks in maximum, total 08 marks - Segment A

1. Out of the following, select the statement/s which most accurately describe/s digitalization:

Answer C,D

2. Out of the following options, tick the 'three digital pillars' referred to in the scenario above.

Answer B,C,G

3. Select the most appropriate technological solution to fulfill the following business objectives specified in the above case.

Business Objectives	Solution
Establishing transparency, shareability and security within the financial processes.	Blockchain
Processing information pertaining to customers arising from multiple sources.	Big data analytics

4. Out of the following, select the incorrect statement/s regarding e-commerce. **Answer C,D**

Question 02 - Digital Business- each question 02 marks in maximum, total 10 marks - Segment B & C

5. Fill in the blanks of the following statements by selecting the most appropriate options from the drop-down list provided:

- i. In order to establish a digital presence in the market, Zesty (Pvt) Ltd. needs to have a good understanding of its **Click ecosystem** which mainly describes how online visitors move between search engines, media sites and other intermediaries.

6. Once the business completes the above in part (i), it will understand that _____ act as a distribution system which connects users to find products, services, and brands they prefer in an online environment: **Answer A**

7. Consider the following statements regarding the organizational environment and state whether they are “True” or “False.”:

Statement	True	False
i) Fluctuations in the social culture tend to occur in longer timescales as opposed to legal changes.		False
ii) Anti-spam laws state that email cannot be used as a marketing tool.		False

8. Which of the following is NOT a reason why it is believed that e-commerce is green: **Answer**

B

9. Fill in the blanks using the most appropriate terms that suit the context explained.
- i. In order to understand the internal strengths of the company, Zesty (Pvt) Ltd should identify its which means the company’s resources, skills or technologies that provide a benefit to customers, and offer the company a better competitive position.
 - ii. Zesty (Pvt) Ltd should also understand that each of their business objectives should have a specific to indicate and measure how they are progressing.
10. Which of the following cannot be considered as (a) key digital business strategic decision/s that Zesty (Pvt) Ltd will have to make under the ‘strategy definition’ phase: **Answer C,D**
11. Which of the following more closely indicates the new business strategy that Zesty (Pvt) Ltd has decided to implement: **Answer B**

Question 03 - Digital Business- each question 02 marks in maximum, total 10 marks - Segment D

12. According to the above scenario, what was the initial supply chain management strategy followed by Zigma Traders: **Answer A**
13. What technological solution out of the options given below will be most suitable for Zigma Traders to fulfill their requirements in revamping the document exchange processes: **Answer A**

14. Select the most appropriate information system solution that will be helpful for efficiently completing the stages of the fulfillment cycle of Zigma Traders given below:

Stages of the fulfillment cycle	Information system solution
Originator selecting a suitable supplier	Web-based catalogue
Requesting for a new batch of rubber sheets	Order entry system
Three-way matching of documents	Accounting system

15. Rank the following stages of digital marketing planning from 1 to 3 in the order in which they should be followed:

Stage	Rank Order
Developing actions	3
Developing strategies	1
Developing tactics	2

16. Out of the following, what strategic tool/s is/are the most appropriate for conducting a situational analysis for understanding the business environment of Zigma Traders: **Answer A,B**

17. Out of the given options, select the marketing strategies which Zigma Traders could follow as customer extension techniques: **Answer A,B**

Question 04 - Project Management - each question 02 marks in maximum, total 06 marks - Segment A&B

18. Which of the following are the stakeholders of this project: **Answer A,B,D**

19. Match the type of stakeholders given in the left hand side with the actions to be done with these stakeholders given in the right hand side:

Stakeholder	Rank	Action
Power Low Interest Low	4	1. Understand and satisfy their needs
Power Low Interest High	3	2. Engage and manage actively
Power High Interest Low	1	3. Consider and keep informed
Power High Interest High	2	4. Monitor and Inform Occasionally

20. Number of wards to be constructed in the new hospital will come under which of the triple constraints given in the following dropdown menu: **Answer A**

21. State whether the below statement is true or false:

Statement	True / False
A kind of project mentioned above is normally initiated by the project manager.	False
Project charter is an agreement between the HWHL and Jaffna Municipal Council.	False

Question 05 - Project Management - each question 02 marks in maximum, total 08 marks - Segment C

22. Select the most suitable software tool(s) among the following that can be used by the project manager in managing this project: **Answer A,B**

23. If the project manager uses the Earned Value Management (EVM) method for monitoring the progress of this this project, calculate the planned value (PV): (\$) **250000**

24. State whether the below statement is true or false:

Statement	True /False
As per the progress after 5 months, it seems like this project can be completed at a lower cost than estimated.	True
In project management, planned value is another name used for earned value.	False

25. The project manager of this project frequently produces status reports for the benefit of relevant stakeholders. Select benefits of status reports from the followings: **Answer A,B,C**

Question 06 - Project Management - each question 02 marks in maximum, total 08 marks - Segment C

26. A Gantt Chart can be used for managing this project. Match the words related to Gantt charts given in the left hand side with the descriptions given in the right hand side:

Word(s)	Rank	Description
Milestone	4	1.successor activity cannot finish until a predecessor activity has started.
Finish to Start	3	2.The amount of time that is added between a predecessor task and its successor.
Start to Finish	1	3.Successor Activity cannot start until a Predecessor Activity has finished.
Lag	2	4.An important time, stage or event.

27. Which of the approaches given in the following dropdown menu is used when developing the Work Breakdown Structure (WBS) for this project: **Answer C**

28. The newly recruited project manager has found that it is very difficult to know the exact time needed for each activity of the project. What is the most suitable method the manager can use in scheduling the activities of this project: **Answer B**

29. State whether the below statement is true or false

Statement	True	False
The critical path in a PERT chart represents the shortest path of tasks needed for the project completion.		False
Any project, activities on the critical path have zero slack time.	True	

Practice Examination – Part III

Question 01 - Total 10 Marks - Digital Business - Segment B&C

1. Describe two types of information of the site users used by the online business which are governed by ethics and legislation.

Possible Answers:

- Contact information which includes name, address, email address etc.
 - Profile information which includes the information about customer characteristics such as age, sex, social status etc.
 - Platform usage information such as type of device, computer, screen resolution and browser used by the site visitors.
 - Behavioral information on the site such as customer purchase history/ buying process
 - Behavioural information across multiple sites such as how users access multiple sites and respond to the ads across sites.
2. Identify two online revenue models available for a business to generate revenue other than selling its products online:

Possible Answers:

- CPM display advertising on-site.
 - CPC advertising on-site.
 - Sponsorship of site sections or content types.
 - Affiliate revenue.
 - Subscriber data access for email marketing.
3. When analyzing its competitive environment, state two forces that cannot be identified as the forces determining the level of competition within the industry:

- | |
|--|
| <ol style="list-style-type: none">1. Threat of new technology2. Rivalry among employees |
|--|

4. Identify two variables that a company can use to best position its online services relative to its competitors.

Possible Answers:

- Product quality
- Service quality
- Price
- Fulfillment time

5. Explain two critical factors that determine the success of digital business strategy implementation.

Possible Answers:

- Content: The effective presentation of products or services.
- Convenience: The usability of the web site.
- Control: The extent to which organizations have defined.
- Processes that they can manage.
- Interaction: The means of relationship building with individual customers.
- Community. The means of relationship building with groups of like-minded individuals or organizations.
- Price sensitivity. The sensitivity of a product or service to price competition on the Internet.
- Brand image: The ability to build up a credible brand name for e-commerce.
- Commitment: A strong motivation for using the Internet and the will to innovate.
- Partnership. The extent to which an e-commerce venture uses partnerships (value chain relationships) to leverage Internet presence and expand its business.
- Process improvement. The extent to which companies can change and automate business processes.
- Integration. The provision of links between underlying IT systems in support of partnership and process improvement.

Question 02 - Total 10 Marks - Digital Business - Segment D

6. Identify two (02) problems of traditional supply chain that can be solved using Supply Chain Management System.

Possible Answers:

- Pressure to reduce costs of manufacturing and distributing products.
- Difficulty in demand forecasting.
- Failure to deliver products on time.
- Failure to ship correct products.
- High inventory costs.
- Longer time taken for new product development.

7. Briefly explain two (02) barriers a company may face during e-procurement adoption.

Possible Answers:

- Competition issues, e.g., Use of collaborative purchasing in exchanges.
- Possible negative perception from suppliers, e.g., their margins reduced further from reverse auctions.
- Negotiated procurement benefits may be shared with other exchange users who may be competitors.
- Creation of catalogues can be a long and costly process to suppliers.
- Culture profile within organizations, e.g., resistance to change.

8. In the current supply chain model of the company, production schedules are prepared based on forecasts and best guesses. Further, limited integration can be observed among the supply chain members. By identifying the capabilities of new technology applications, the company is planning to change its supply chain model to strengthen the integration between parties and to better capture the customer demand.

	Answer
i. Identify the supply chain model currently maintained by the company.	Push supply chain model
ii. Identify the planned supply chain model to be used by the company in the future.	Pull supply chain model

9. Identify two (02) digital marketing techniques that can be used by AMD (Pvt) Ltd to acquire customers.

Possible Answers:

Search engine optimization/Pay per click search; Partnerships; Affiliates; Online ads; Sponsorships; email marketing; online PR (For any suitable 2 online techniques marks can be awarded).

10. Briefly explain two (02) customer extension techniques that can be used by the company when it operates online.

Possible Answers:

- Re-sell. Selling similar products to existing customers – particularly important in some B2B contexts as re-buys or modified re-buys.
- Cross-sell. Sell additional products which may be closely related to the original purchase.
- Up-sell. Upselling is a sales technique aimed at persuading customers to purchase a more expensive, upgraded or premium version of the chosen item or other add-ons for the purpose of making a larger sale.
- Reactivation. Customers who have not purchased for some time, or have lapsed, can be encouraged to purchase again.
- Referrals. Generating sales from recommendations from existing customers, for example member-get-member deals.

Question 03 - Total 10 Marks - Project Management - Segment A&B

11. Calculate the following values (in months) of the given activities:

Activity	Expected time	Earliest Starting Time	Latest Finish time	Slack
B	12	9	21	0
E	5	15	38	18

12. What are the activities in the critical path:

B&C

13. What is the probability of completing this project in 56 months: (%)

50
