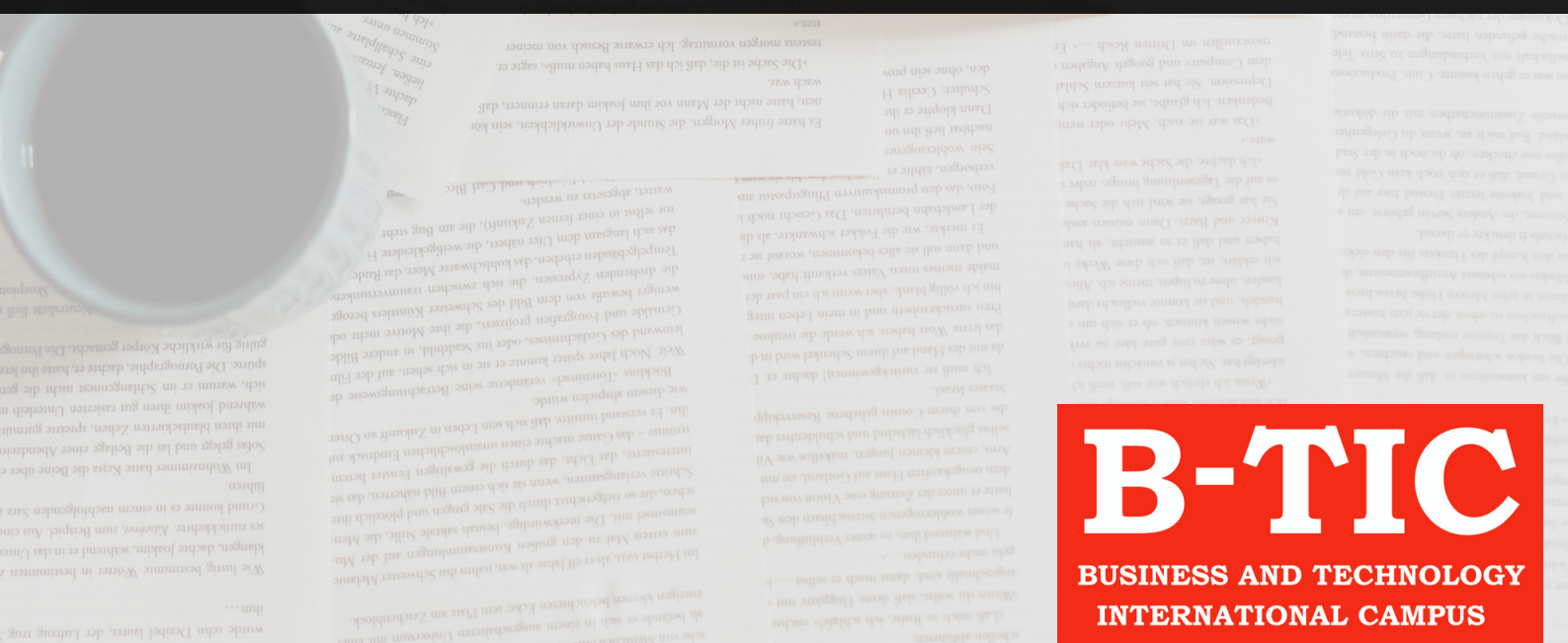


COMMAND WORDS IN B-TIC QUALIFICATIONS

Version 1 (January 2023)



B-TIC
 BUSINESS AND TECHNOLOGY
 INTERNATIONAL CAMPUS
Professionalism Simplified

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1.Introduction

Command Words are used in B-TIC Qualifications in Learning Outcomes, Assessment Criteria and Assignment Briefs. The guidance will help Learners and Tutors gain a better understanding of the role of Command Words in teaching, learning and assessing to understand and know what to do when asked.

Since Learning Outcomes are concerned with what Learners should be able to do at the end of a learning activity, Command Words are action verbs. The Command Words used follow Bloom's taxonomy of educational objectives and as such are instructional terms that indicate the level of thinking and type of performance that is required of Learners.

Learners move through higher levels of comprehension for each given level of knowledge. Here the emphasis is on the verbs used,

The six levels are:

A. Remember

Retrieving knowledge from long term memory.

Command Verbs: Recognise, Recall, List, Identify, Define

B. Understand

Determining the meaning of instructional messages.

Command Verbs: Interpret, Exemplify, Classify, Summarise, Infer, Compare and Explain

C. Apply

Carrying out a procedure in a given situation.

Command Verbs: Execute, Implement, Respond, Provide and Use

D. Analyse

Breaking material into its parts and detecting how they relate to each other and the overall purpose.

Command Verbs: Differentiate, Organise, Attribute, Select and Integrate

E. Evaluate

Making judgments based on criteria and standards.

Command Verbs: Check, Critique, Determine, Judge, Reflect

F. Create

Combining elements to form a unique, coherent whole or to produce an original output.

Command Verbs: Generate, Plan, Produce, Assemble, Design, Create

2. Responding to Command Words in Assessment Criteria

It is important to read the whole Assessment Criteria as to understand the requirement as the Command Word on its own will need to be reinforced throughout the answer.

Learners need to think about each question.

- What is the Command Word?
- What do I need to say to gain marks?
- What is or is not relevant to the question?

Command Word	Interpretation	Example
Identify	To give reference to an item or list a name, which could be its name list, characters or title.	Identify four social media marketing strategies Identify the advantages of "on the job training" Identify the methods of recruitment

Identify FOUR risks associated with entrepreneurship.

Command Word	Interpretation	Example
Outline	<p>To indicate the principal features or different parts of.</p> <p>NB: an exhaustive description is not required. What is sought is a brief summary of the major aspects of whatever is stated in the question.</p>	<p>Outline the importance of training employees in an organisation</p>

The Senior Management of a hospital needs to introduce a number of new technology in laboratory investigation procedures as part of the strategic move. However the staff have been resistance for transformation.

OUTLINE the steps that change agent could take to convince staff to transform.

There are a number of steps that can be taken to convince staff.

First, staff should be made aware to identify any clear reasons for the resistance to change by conducting staff surveys.....

The change agent should encourage active involvement of staff via discussion, meetings.....

The change agent should clearly explain the proposed changes and the benefit.....

A training and a pilot session could be run so that the proposed changes can be fine-tuned beforehand ahead of full organisation wide implementation.

When changes are implemented, the company should do so gradually and the necessary training should be made available to all who require it.

Where appropriate, incentives could be offered to staff.

Senior managers should demonstrate their commitment to the changes at every stage.

There should be a process to monitor the change Once the changes have been implemented,.....

The process should be reviewed so that lessons can be learnt on how to manage change effectively next time.....

Command Word	Interpretation	Example
Describe	<p>To give a detailed written account of the distinctive features of a subject. The account should be factual, without any attempt to explain.</p> <p>When describing a subject (or object) a test of sufficient detail would be that another person would be able to visualise what you are describing.</p>	Describe the challenges associated with organisational transformation

Command Word	Interpretation	Example
Give	<p>To provide short, factual answers. NB: normally a single word, phrase or sentence will be sufficient.</p>	Identify branding strategies and give examples for each

Identify **FOUR** types of safety sign **AND** give an example in **EACH** case.

Prohibition Signs – eg No smoking

Warning Signs – eg Caution hot surface

Mandatory Signs – eg Wear ear protection

Emergency or Safe Condition Signs – eg First-Aid box

Command Word	Interpretation	Example
Analyse	Divide or break down the subject matter or topic into separate parts, reasons and aspects. Examine their nature and relationship. Discuss the advantages and disadvantages of each topic while providing proper reasoning on each topic. Qualitative analysis Quantitative analysis	Analyse the causes of stress in a person's life Analyse factors of revenue decline in organisations

A toy manufacturing company has been experiencing decline in customer satisfaction in the recent past. The company has collected the data from the customers of following factors to study the problem.

1. Product Features (Independent Variables)
2. Customer Satisfaction (Dependent Variable)

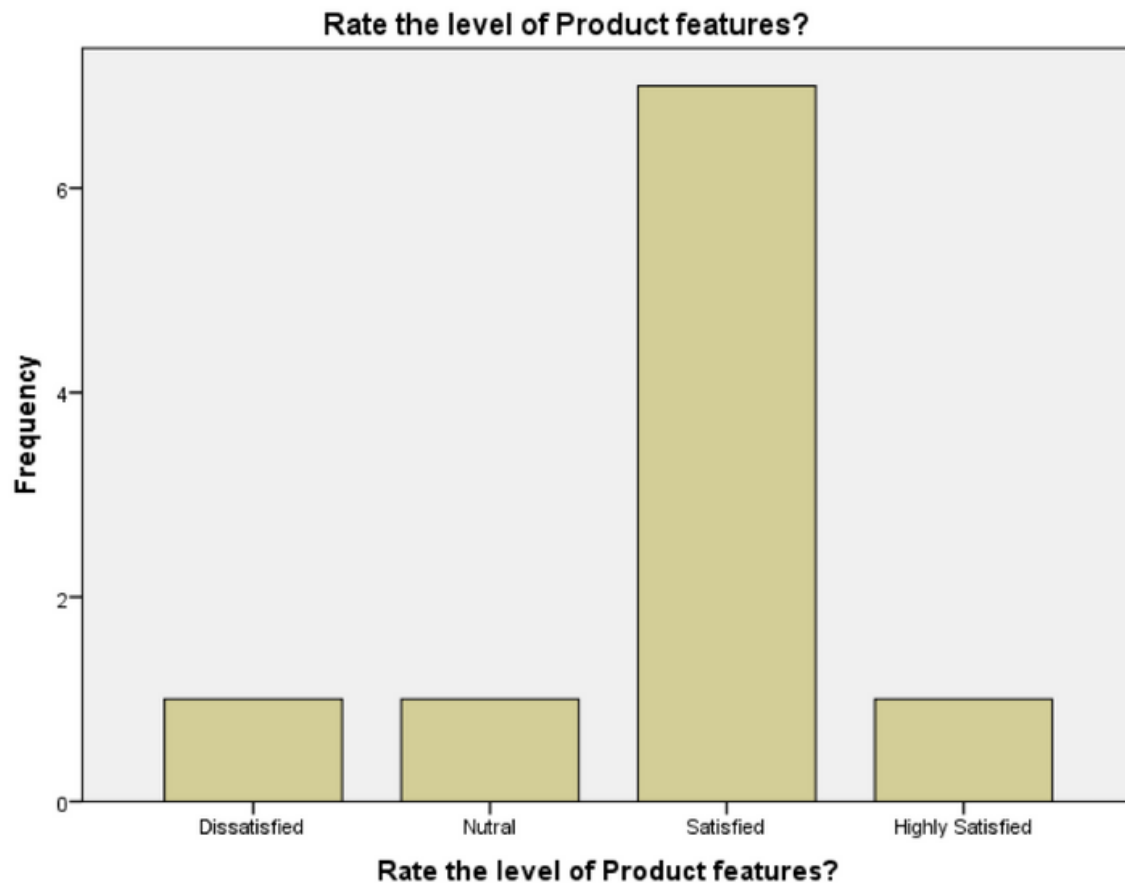
Rate the Product Feature	Rate Customer Satisfaction
Neutral	Satisfied
Dissatisfied	Satisfied
Satisfied	Highly Satisfied
Satisfied	Highly Satisfied
Highly Satisfied	Satisfied
Satisfied	Dissatisfied
Satisfied	Neutral
Satisfied	Satisfied
Satisfied	Satisfied
Satisfied	Highly Satisfied

ANALYSE the above data, studying the influence of product feature on **Customer Satisfaction**.

Descriptive analysis

Statistics		
Rate the level of Product features?		
	Valid	10
	Missing	0
Mean		3.80
Median		4.00
Mode		4
Std. Deviation		.789

Rate the level of Product features?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	1	10.0	10.0	10.0
	Neutral	1	10.0	10.0	20.0
	Satisfied	7	70.0	70.0	90.0
	Highly Satisfied	1	10.0	10.0	100.0
	Total	10	100.0	100.0	



Frequency

Percentage

Cumulative percentage

Hypothesis testing

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.286a	9	.892
Likelihood Ratio	5.487	9	.790
Linear-by-Linear Association	.000	1	1.000
N of Valid Cases	10		

a. 16 cells (100.0%) have expected count less than 5. The minimum expected count is .10.

P value is **0.892** which is greater than **0.05** so there is **no significant relationship** between product features & customer satisfaction.

Correlation Analysis

Correlations			
		Rate the level of Product features?	Rate the level of customer satisfaction?
Rate the level of Product features?	Pearson Correlation	1	.000
	Sig. (2-tailed)		1.000
	N	10	10
Rate the level of customer satisfaction?	Pearson Correlation	.000	1
	Sig. (2-tailed)	1.000	
	N	10	10

R value is **0.000** thus there is **no significant relationship** between product features & customer satisfaction.

Command Word	Interpretation	Example
Assess	Make conclusion or judgments form the available information.	Assess the decision made by the CEO on recruitment policy

Command Word	Interpretation	Example
Calculate	Generate numerical answers though appropriate workings.	Calculate the number of hours required to complete the training on international accounting standards 2023

Command Word	Interpretation	Example
Comment	To give opinions (with justification) on an issue or statement by considering the issues relevant to it.	Comment on the critical economic crisis of Sri Lanka

You are the Health and Safety Manager for a building manufacturing factory. The Factory Manager has been in negligence to comply with Health and Safety Law, justifying cost of compliance.

Make a **COMMENT** on Factory Manager's negligence

The Factory Manager's negligence will risk the manufacturing factory for number of reasons.

First and most importantly, Health and Safety Laws are currently the law of the land and must therefore be complied with. A failure to do so can lead to enforcement action being taken against the company and the operation. Enforcement authority may send improvement notice and/or prohibition notices.

Factory may face prosecution for more serious breaches. Any enforcement action taken would probably result in significant cost to the company and would be in addition to what it would have to spend anyway in order to meet the relevant legal requirements.

There may also be costs associated with litigation together with fines that may be imposed in the event that the organisation is found guilty of breaching Health and Safety Law.

The Management will need to devote to deal with the inspector, meeting with lawyers, attending court etc, then one can say that the costs of non-compliance would certainly be significantly greater than the costs of compliance.

Companies that fail to follow the requirements of Health and Safety Law may be seen by insurance companies as high risk, so insurance premiums will increase. In addition, the failure to follow Health and Safety Law will probably result in less safe workplaces, which will mean that accident and ill-health rates will tend to rise. Not only will this reinforce the insurance company's view that the company is high-risk, but there will also be a range of additional costs associated with sickness absence, incident investigation and recruitment of new staff to replace those made ill or injured at work.

In addition to this, the employer brand will get crushed in the labour market and it may be difficult to recruit and retain employees.

The overall climate within an organisation that fails to manage safety effectively will be one of poor morale, which leads to reductions in productivity. This will have a direct impact on the profitability of the business.

Command Word	Interpretation	Example
Compare	Provide a point-by-point account of the similarities and differences between two sets of information or two areas.	Compare Maslow's Hierarchy of needs and Two factor theory
Contrast	Examine the two objects and identify the differences.	Contrast Maslow's Hierarchy of needs and Two factor theory

COMPARE and **CONTRAST** entrepreneur and intrapreneur

By way of comparison an entrepreneur takes a new business idea and starts a company to bring that idea to market.

However an intrapreneur is an employee who channels that same creativity and innovation to develop new products and services and sometimes even markets for an employer. Still Both entrepreneur and intrapreneur in this regard there is a close alignment of

By way of contrast, entrepreneur have a wider range of functions than intrapreneurs. Whereas entrepreneur shall engage in entrepreneur havefunction. By the same token, entrepreneur take risk, whereas there is no such risk for intrapreneur.

Finally the reward for entrepreneur ishowever the reward for intrapreneur is

Command Word	Interpretation	Example
Consider	To ponder, contemplate or study to offer some detail about an issue or event to deliberate about the value of that issue/event in order to make a decision.	Consider the sources of finance available for the Finance Manager of the company and select the best option for ABC Company

CONSIDER the potential impact of the following proposal.

XYZ Construction Company employing 900 employees has been experiencing cash flow decline. The Management has been forced to cut costs. The Management is proposing to make the Health and Safety Manager redundant and terminate the contract of two full time nurses on the construction site.

The Management seems to be taking a very narrow view based on salary savings alone; it does not appear to have considered the benefit of having nurses on site, nor does it seem to have thought about the losses that may be incurred through not having timely and relevant professional health and safety measures and first aid.

The Management would also appear to be unaware of the legal requirement to have a competent source of Health and Safety measurers and on site first aid officers like nurses.

A construction organisation of this size will have a wide range of Health and Safety issues on which it will need advice in order to prevent or mitigate issues such as injuries, accidents and losses; The nature and extent of such issues means that it is unlikely that anyone other than a trained practitioner will have sufficient knowledge to manage appropriately.

The Health and Safety Manager is a specialist aware of the hazards associated with different tasks and working environments and will be uniquely equipped to advise on appropriate control strategies for mitigating risk. The departures of these staff will mean that the day-to-day management of safety will fall to other managers to a much greater degree than previously. Thus, it is foreseeable that standards of Health and Safety management within the organisation will definitely decline, which in turn will result in increasing incident rates.

An increase in incident rates could lead to a lowering of morale, which may have a knock-on productivity. The greater number of incidents will also lead to expenditure on such things as claims, sick pay, downtime, management time spent dealing with enforcement authority inspectors and, possibly, civil and criminal litigation and claims costs.

Insurers are also likely to note the upturn in incident rates and may levy increased insurance premiums as a result. Therefore overall, the economic implications for the company may, in time, outweigh the salary that was paid to the safety manager and the nurses.

Finally, it should be remembered that the organisation is under a legal obligation to provide a nominated competent source of Health and Safety and onsite nurses in accordance with the Management of Health and Safety at Work Regulations 1999. Failure to do so could lead to enforcement action being taken.

In totality of the circumstance, though the decision to make redundant may save salary, it will cost much more in the long run thus it is not right to consider this proposal.

Command Word	Interpretation	Example
Define	State, give or show clearly and accurately the meaning of a word, phrase or concept, and determine or fix the boundaries or extent of.	Define the term 'Marketing Concepts'

Command Word	Interpretation	Example
Demonstrate	<p>Prove and clear how some relationship or event has occurred by give a practical exhibition and explanation with reasoning or evidence.</p> <p>Show in an obvious way.</p> <p>Qualitative demonstration Quantitative demonstration</p>	Demonstrate the relationship between "Demand and Supply" using examples

Assume you are the HR Manager has to reported to the CEO about 3 years HR requirement plan for the new restaurant branch opening up in London next year.

Using the data in the table below, demonstrate the plan to the CEO.

Year	Revenue (GBP)	# sales Staff	Revenue / Sales Staff	# other Staff	Total Staff	# Managers
2021	6000	30	200	9	39	6
2022	6480	35	185	11	46	7
2023	6998	37	189	12	49	7
2024	?	?	?	?	?	?
2025	?	?	?	?	?	?
2026	?	?	?	?	?	?

The table of data above shows that the revenuepre sales staff

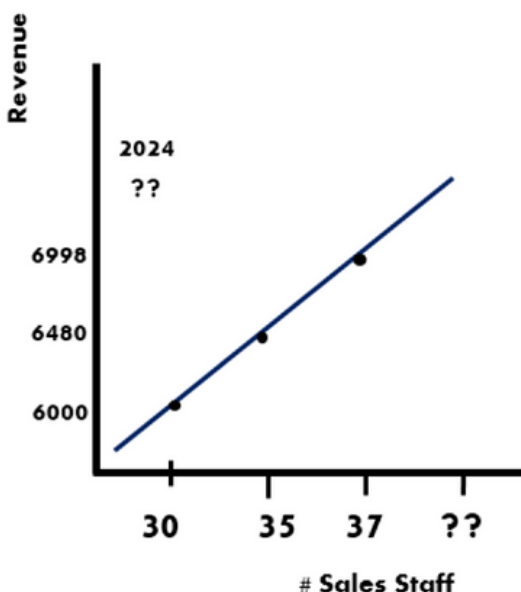
The information provided allows a calculation ofusing the following formulae.....

Average annual revenue growth = 8% ($480 / 6000 * 100$)

Average revenue / Sales staff = 200 ($6000 / 30$)

Average other staff / Sales Staff = 0.31 ($9 / 30$)

Span of control = 7 ($39 / 6$)



As can be clearly seen from the above liner graph.....

A better demonstration may be made by reference to.....

In essence.....

First of all.....

Finally.....therefore we need N staff to recruit

Command Word	Interpretation	Example
Evaluate	<p>To determine the value or character of something by careful appraisal.</p> <p>Make a qualitative and Quantitative judgment taking into account different factors and using available knowledge/experience/evidence.</p> <p>To come to a conclusion after weighing up the evidence.</p>	<p>Evaluate the strengths and weaknesses of a trainer</p> <p>‘How worthwhile, satisfactory or effective in your opinion is this theory, explanation, plan or policy</p> <p>Evaluate the benefit of social media marketing</p>

Organisation apply many change management models to transformation.

EVALUATE “Lewin’s 3-Stage Model of Change” in terms of its ability to transform organisations.

The theory is a simple and effective way of.....

It is frequently used by

However, it proceeds from a lack of management control

It does not directly consider multiple changes.....causes

So a criticism might be that it does not directly model real-world changes

Furthermore, the terms ‘unfreeze & refreeze are sometimes misunderstood which can lead to problems in tracing change.

Other theories, such as the “Kotter’s 8 Step Change Management Model”, shows that change has multiple stages and create a more practical model that can be used to manage change with greater complexity in organisation.

This model enables change agent to investigate change context thoroughly and to put in place more effective strategies increase the potential of employees for smooth transformation.

Command Word	Interpretation	Example
Recommend	Suggestions made with appropriate reasoning.	Recommend suitable solutions

Testa is restaurant serving fast food for local market with 20 employees. And the restaurant needs a HRM software to manage the HR.

RECOMMEND an appropriate software giving clear reasons for your choice.

A small scale organisation of 20 employees will only need a relatively simple and standard HR management system such as Operating on the cloud.

This software is easy to implement and does not require external installation. Notwithstanding the relative ease of implementation, it should still enable the organisation to.....

Another very popular software is However, this system is more suited to large organisations and requires the services of vender a lot which cost huge amount of money.

Thus it is recommended to

Command Word	Interpretation	Example
Justify	Reasonable presentation of the actions and decisions made to prove to be valid.	Justify your findings

Manufacturing engineer in a factory has conducted a productivity assessment on a large machine. The assessment has resulted in a recommendation to upgrade the capacity of the machine.

JUSTIFY the decision to upgrade the capacity.

The decision to upgrade the capacity may be justified in a number of ways.....

First the capacity of the existing machinery is far lower than the orders we need to process daily which will over heat the machine and weaken the system on the long run.....

The upgrade has the capacity which is far greater than orders we proceed at the moment

The market is big and the upgrade can enhance additional orders to proceed.....

When the production capacity increases cost of production decreases.....

In justification, although the initial investment for upgrading is high the overall effectiveness productivity will cover the costs

Command Word	Interpretation	Example
Review	<p>To make a survey of; examine, look over carefully and give a critical account.</p> <p>Survey information, methods, outcomes, conclusions, after the event, deciding what was effective or not.</p>	<p>Review the options available for an organisation for their growth process</p>

Review the main defences available for claims for negligence brought by employees against their employers With reference to relevant case law,

The following defences are available for employer

1.No duty owed

.....

2. No breach of duty

.....

3. Breach did not lead to the loss

.....

4. Type of injury was not foreseeable

.....

5. Volenti non fit injuria

.....
.....

6. Contributory negligence

.....
.....

7. Limitation period expired

.....
.....

3. Common Command Words

Command Words	Interpretation	Example
Adapt	Modify / change to be suitable for a newly defined purpose or use.	Adapt new norms in the society you live in
Apply	Put into application/operation/use. Use the relevant, knowledge, skills and understandings appropriate to the context.	Apply the relevant motivational theory to resolve the issue at ABC (Pvt)Ltd
Carryout	To complete an activity of a practical nature.	Carryout a group discussion on work-life balance
Collect	Gather the data / information together.	Collect the primary data required for the research
Communicate	Share thoughts, feelings or ideas by different ways like speech, writing, gestures etc. for a well-defined, generally routine task or activity.	Communicate with your team regarding the importance of change management

Command Words	Interpretation	Example
Construct	Form by bringing together various elements.	Construct a timescale of events that resulted in the crime
Create	To produce or originate. Bring something into existence.	Create a variety of patterns
Design	Plan the method of presentation of ideas.	Design a website for an organisation
Determine	Find out a solution by following a procedures.	Determine the importance of stress in human life
Develop	Expand from the starting point.	Develop your own motivational theory suitable for the company
Discuss	Talk or write in detail considering different issues and ideas.	Discuss the importance of management accounting for an organisation

Command Words	Interpretation	Example
Explain	To give account of the purposes or reasons.	Explain the advantages of digital marketing
Explore	To find out.	Explore the concept of strategic leadership
Implement	Put into action.	Implement a strategic plan for the organisation selected
Interpret	Convey information in a recognisable format.	Interpret the financial ratios for the last 5 years of ABC Company
Investigate	To enquire about a situation or problem.	Investigate the possible reasons of the murder
Measure	Establish a value using a specific measuring technique.	Measure the performance skills of the employees

Command Words	Interpretation	Example
Predict	To convey that an event or action will take place in the future, as a result of knowledge, experience or evidence.	Predict the outcomes of the given scenarios
Propose	An idea or suggestion to be put forward.	Propose a suitable design for the Company
Reflect	Appraise through the learnings from the past.	Reflect on the past strategic plans carried out by the Company
Suggest	Give possible options, to create and present an idea.	Suggest a method for "Inventory Control" in the Company
Summarise	Put things in your own word and compile without change in the core meaning.	Summarise the given paragraph
Use	Apply the provided information or prior learning.	Use the given words to fill in the blanks



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