

CGMA FEBRUARY 2016 EXAM ANSWERS

Variant 5

Marking Guidance

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The following marking guidance is based on CGMA Exam February 2016, Variant 5

This marking guidance has been provided by CIMA for information purposes only. It is not to be considered exhaustive and alternative, valid approaches would earn marks.

Note: while the published weighting of competencies for the level would be reflected in the distribution of marks for each examination, there may be some small variations between different forms of the examination.

CIMA will not accept challenges to this marking guidance on the basis of academic judgement.

Marking Guidance

Section	Technical Skills		Business skills		People Skills		Leadership Skills		Integration	Total	
1			Problems with value chain	12			Performance bonus	9	3	33	
			Impact of lack of response to feedback	9							
2	Financial aspects of proposal	8					Business and ethical risks of association with Lacey Ace	7	3	34	
	Fees to be paid, level and timing	8									
	Sensitivity of financials for Lacey Ace proposal	8									
3						Improvements in value chain	11	KPIs for Balanced Scorecard	9	3	33
						Ethical risks of outsourced supplier selection	10				
		24		21			21	25	9	100	