



## **CGMA MANAGEMENT CASE STUDY AUGUST 2019 EXAM ANSWERS**

### **Variant 3**

#### **Marking Guidance**

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The following marking guidance is based on CGMA Management Case Study Exam May 2019, Variant 3

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					Evaluate argument concerning performance measurement	12	Evaluate significance of declining performance measures	12	1	25
2	Evaluate usefulness of TQM	12	Discuss importance of inter-departmental cooperation	12					1	25
3	Evaluate impact on deferred tax balance	12	Discuss problems associated with forecasting cash flows	11					2	25
4	Discuss factors influencing share price	12			Evaluate product risks	5	Discuss implications of delegation	6	2	25
		36		23		17		18	6	100