



STRATEGIC CASE STUDY FEBRUARY 2018 EXAM ANSWERS

Variant 4

Marking Guidance

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The following marking guidance is based on Strategic Case Study Exam February 2018, Variant 4.

[<Link to screenshots>](#)

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	Impact of Pennies on strategic aims	15	Reduce price/marketing spend - pros and cons	15					3	33
2	How do we ensure we still meet our covenants?	7	Relationship with the bank - increase formality	7	Communications programme with staff – utilising IT	8	Marketing team feeling the pressure with new scheme – advantages and disadvantages of bonus scheme	8	3	33
3					Injury after a fall at Pennies. Risk/controls - prevent similar incident	15	Advantages / disadvantages of bringing outsourced roles in-house and KPIs	16	3	34
		22		22		23		24	9	100