



CGMA MANAGEMENT CASE STUDY MAY 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	Discuss accounting ratios	12	Discuss competitive advantage	12					2	26
2	Discuss accounting implications of foreign acquisition	12	Discuss application of TARA	12					2	26
3	Discuss transfer pricing	12					Discuss conflict management	11	1	24
4					Discuss business process engineering	12	Suggest performance measures	6	1	24
					Discuss behavioural implications of performance measures	5				
		36		24		17		17	6	100