

## **MANAGEMENT CASE STUDY MAY 2018 EXAM ANSWERS**

### **Variant 3**

#### **Marking Guidance**

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The following marking guidance is based on the Management Case Study Exam May 2018, variant 3.

Questions and suggested answers for this variant can be found [here](#).

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			Recommend changes to internal performance reporting	12			Evaluate implications of changing status of responsibility centres	12	1	25
2	Discuss usefulness of Big Data analytics	11	Evaluate impact of investment in PPE on accounting ratios	12					2	25
3	Discuss implementation of TQM	12			Identify challenges associated with timetabling a complex project	12			1	25
4	Evaluate payback criterion	12			Discuss competitive advantage	6	Discuss implications of perceptions of board competence	5	2	25
		35		24		18		17	6	100