



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

### **Variant 4**

### **Marking Guidance**

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The following marking guidance is based on the Management Case Study Exam May 2018, variant 4.

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	Identify factors that drive costs	12	Evaluate potential source of competitive advantage	12					1	25
2	Recommend approach to transfer pricing	12			Advise on ethical implications of an accounting decision	12			1	25
3			Evaluate the risk of losing drivers	12	Recommend policy for staff dismissal	6	Recommend approach to evaluation of HR	5	2	25
4	Discuss factors associated with project management	12					Evaluate performance of project management team	11	2	25
		36		24		18		16	6	100