

## **MANAGEMENT CASE STUDY NOVEMBER 2015 EXAM ANSWERS**

### **Variant 5**

#### **Marking Guidance**

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The following marking guidance is based on Management Case Study Exam November 2015, Variant 5

<https://connect.cimaglobal.com/resources/management-case-study-exam/november-2015-management-case-study-exam---abc-solutions-variant-number-5>

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	Advise on cost of equity	13	Advise on impact of loss of key executive	13					2	28
2	Advise on control implications of substantial shareholding	11			Advise on ethical implications of creative accounting	10			1	22
3	Advise on risks associated with selling new software	11	Advise on role of executive director in management	10					1	22
4					Advise on interpretation of BSC	13	Advise on merits of reducing BSC to a single score	13	2	28
		35		23		23		13	6	100