

## **MANAGEMENT CASE STUDY NOVEMBER 2016 EXAM ANSWERS**

### **Variant 2**

### **Marking Guidance**

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The following marking guidance is based on the [Management Case Study Exam November 2016, Variant 2](#).

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 errors in project management	12	Discuss risks of continuing with premature product launch	6	Discuss risks of continuing with premature product launch	6	1	25
2	Identify accounting issues associated with potentially defective inventory	11					Discuss implications of asking sales force to sell a potentially flawed product	12	2	25
3	Discuss implementation issues for target costing	12			Advise on poor collaboration between engineering and finance	12			1	25
4	Explain the implications of a positive project for WACC	11	Discuss approach taken to TQM	12					2	25
		34		24		18		18	6	100