

MANAGEMENT CASE STUDY NOVEMBER 2016 EXAM ANSWERS

Variant 3

Marking Guidance

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The following marking guidance is based on the [Management Case Study Exam November 2016, 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	Evaluate benefits from market research	12			Negotiate with customers	12			1	25
2			Advise on customer profitability	12	Advise on the structure for an effective sales force	6	Advise on the structure for an effective sales force	6	1	25
3	Explain the implications of a rights issue for EPS	11					Discuss the issues associated with creating a responsibility centre for research and development	12	2	25
4	Discuss potential implications of reporting investment in development for the share price	11	Discuss the approach taken to strategy development	12					2	25
		34		24		18		18	6	100