

MANAGEMENT CASE STUDY NOVEMBER 2016 EXAM ANSWERS

Variant 4

Marking Guidance

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The following marking guidance is based on the [Management Case Study Exam November 2016, Variant 4](#).

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	Discuss implementation of TQM to modification	12	Discuss potential competitive advantage from product modification	12					1	25
2	Discuss ethical implications of creative accounting scheme	12					Advise on need to record and manage time spent on research and development projects	11	2	25
3			Discuss key risks from building a new factory	12	Manage stakeholders	6	Recommend the membership of a team	6	1	25
4	Identify impact of financing decision for recognition of currency gains and losses	11			Improve relationships between functional areas in the business	12			2	25
		35		24		18		17	6	100