

MANAGEMENT CASE STUDY NOVEMBER 2016 EXAM ANSWERS

Variant 5

Marking Guidance

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The following marking guidance is based on the [Management Case Study Exam November 2016, Variant 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	Discuss impact of investment on financial statements	12	Advise on aspects of project appraisal	11					2	25
2	Advise on ethics of accounting choice	12			Discuss implications of disciplinary actions	6	Discuss implications of disciplinary actions	6	1	25
3	Discuss key risks	12	Discuss key project management issues arising from scenario	11					2	25
4					Manage conflict	12	Interpret TQM report	12	1	25
		36		22		18		18	6	100