

## **MANAGEMENT CASE STUDY NOVEMBER 2017 EXAM ANSWERS**

### **Variant 4**

### **Marking Guidance**

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The following marking guidance is based on Management Case Study Exam November 2017, Variant 4

<https://connect.cimaglobal.com/resources/november-2017-management-case-study-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 business risks	12	Discuss the benefits of competitor analysis	12					1	25
2	Recommend accounting treatment	12	Advise on lease v buy	12					1	25
3					Evaluate change from cost centre to profit centre	12	Discuss merits of delegation	11	2	25
4	Discuss interpretation of ratios	12			Discuss balanced scorecard	6	Discuss balanced scorecard	5	2	25
		36		24		18		16	6	100