



CGMA STRATEGIC CASE STUDY FEBRUARY 2019 EXAM ANSWERS

Variant 1

Marking Guidance

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The following marking guidance is based on CGMA Strategic Case Study Exam February 2019, Variant 1.

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 the competing views and needs of different stakeholders and how that can shape strategic direction	15			Consider the downside risks of prioritising shareholder wealth at the expense of other stakeholders to drive performance	15	3	33
2	Evaluate the opportunity to acquire part of a key supplier	15			Advise whether Vita should try to influence and change the culture of acquired organisation if they proceed	15			3	33
3	Evaluate debt versus equity to raise funds	8	Advise on whether to advise supplier to implement lean systems	8	Advise on communication of inventory shortage to customers	8	Evaluate risk management of switching supplier	7	3	34
		23		23		23		22	9	100