



CGMA AUGUST 2019 EXAM ANSWERS

Variant 4

Marking Guidance

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The following marking guidance is based on CGMA Exam August 2019, 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			Assess the risks of expanding operations into a new country	15			Explain how scenario planning could be used to help with a project of this nature	15	3	33
2	Explore how finance may be raised for this project given the current financial position of Zoom	15			Evaluate the two proposed methods of expansion into a new country (acquisition or from scratch) and decide which method should be chosen	15			3	33
3	Discuss the impact of the guarantees given to support the current method of finance on personal positions	8	Recommend how risk to reputation may be managed if Zoom withdraws from the new country altogether	8	Suggest the best way to communicate the current issues with shareholders	8	Consider the ethics of doing nothing in order to save costs	7	3	34
		23		23		23		22	9	100