



STRATEGIC CASE STUDY FEBRUARY 2018 EXAM ANSWERS

Variant 1

Marking Guidance

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The following marking guidance is based on Strategic Case Study Exam February 2018, Variant 1.

[<Link to screenshots>](#)

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	Advantages and challenges of acquisition vs organic growth	16					Glimmer staff - how to retain, reassure/manage change	15	3	34
2			If use overseas supplier how can we make sure they meet requirements	15	Home vs local supplier with decision pros/cons	15			3	33
3	How to raise finance	7	Risk of not achieving objectives/ mission statement	7	Strategy, Porters stuck in middle dilemma	8	KPIs	8	3	33
		23		22		23		23	9	100