



## **STRATEGIC CASE STUDY AUGUST 2018 EXAM ANSWERS**

### **Variant 4**

#### **Marking Guidance**

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The following marking guidance is based on Strategic Case Study Exam August 2018, 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       |   |    | Evaluate strategic fit of a potential acquisition                          | 15 | Identify risks associated with product portfolio                          | 15 |   |    | 3           | 33    |
| 2       | Discuss valuation of entity   | 16 |  |    |   |    | Set performance measures for recent acquisition   | 15 | 3           | 34    |
| 3       | Discuss the effective planning and management of internal audit, focusing on a management audit | 8  | Identify post transaction issues, to ensure success of future acquisitions | 7  | Assess impact of cultural differences on long-term success of acquisition | 8  | Evaluate the risks associated with poor governance structures – focusing on the role of the nominations committee | 7  | 3           | 33    |
|         |   | 24 |  | 22 |   | 23 |   | 22 | 9           | 100   |