



OPERATIONAL CASE STUDY NOVEMBER 2018 EXAM ANSWERS

Variant 2

Marking Guidance

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The following marking guidance is based on Operational Case Study Exam November 2018, Variant 2.

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	Break-even analysis	10	Characteristics of a strategic alliance	6	Characteristics of a strategic alliance	6	Break-even analysis	3		25
2	Decision making with risk	12	Risks and controls relating to customer data	10					3	25
3	Corporate governance	12			Budget responsibility	6				25
	Budget responsibility	7								
4	Sales variance analysis	9					Sales variance analysis	3		25
	Accounting for foreign currency transactions and balances	13								
Total marks available for each competency		63		16		12		6	3	100