



OPERATIONAL CASE STUDY NOVEMBER 2018 EXAM ANSWERS

Variant 3

Marking Guidance

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The following marking guidance is based on Operational Case Study Exam November 2018, Variant 3.

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	Relevant costing	9	Relevant costing	4						25
	Accounting for surplus equipment	12								
2	Sales forecasting	13			Social media marketing	6	Social media marketing	3	3	25
3	Decision making with uncertainty	6	Decision making with uncertainty	3			Decision making with uncertainty	3		25
	Analysis of working capital ratios and financial information	9	Analysis of working capital ratios and financial information	4						
4	Variance analysis	12	Staff training	5	Staff training	8				25
Total marks available for each competency		61		16		14		6	3	100