

2019 CIMA's CGMA Professional Qualification Management Level performance descriptors

The presentation of results and feedback for the 2019 CGMA professional qualification case study exams has changed. This is to align with the exam blueprints that have been developed and, most importantly, provide candidates with more meaningful feedback to better support future study and exam preparation.

Your case study exam result

When you get your case study exam result you will see:

1. An overall grade (Pass/Fail).
2. A scaled score between 0–150 (80 or above represents a pass).
3. Feedback on your performance by each core activity (formerly sectional or competency feedback).

1 and 2 above are unchanged from the 2015 professional qualification case study exams. However, the feedback you will receive has changed. Feedback on performance will be given by the core activities which are defined in the [exam blueprints](#). These core activities are a clear expression of the job tasks that are simulated in the case study exam so feedback on how you performed in each of these allows you to better understand your strengths and weaknesses and decide what to work on in the future.

Since there is now no requirement to meet a minimum threshold for each core activity (as there was for the previous competencies and integration), feedback by core activity can be better aligned to the overall passing standard for the exam and the feedback you receive will be directly related to the overall passing standard for the exam form you sat.

Altogether, the result and feedback format provides improved, actionable information for candidates.

Performance descriptors for core activities

You will be given feedback as to whether or not you met the exam level passing standard for each core activity.

Performance descriptors for each core activity of the Management Level case study can be found below. They state the characteristics and level of achievement that candidates who met the passing standard would generally demonstrate.

Note: all core activities will be assessed in each form of the exam in line with the weightings published in the exam blueprint. A sample of related assessment outcomes will be tested. For more details, see the [examination blueprint](#).

How should I use the performance descriptors?

The performance descriptors are applicable across all forms and sessions of the case study exam and they offer a consistent way to feed back on your performance in the exam. They will help identify where your performance in an individual core activity may have fallen short of the overall passing standard for the level of case study you sat.

They are best used in conjunction with the exam blueprint and all other study resources available for the case study exams. When preparing for the exam, you can use these performance descriptors to benchmark your performance and see what you need to achieve to become “exam ready”.

If you have performed well across all core activities, the performance descriptors will highlight what you should continue to do and which skills you can build on for future exams.

If you have not reached the passing standard for one or more core activity, the performance descriptor provides guidance on the minimum level of performance you will need to achieve in order to meet the passing standard and will help guide further study.

Management case study exam performance descriptors

Core activity	Assessment outcome	<i>If you met the exam level passing standard for each of the core activities, you can generally be described using some or all of the following characteristics:</i>
A. Evaluate opportunities to add value	<ol style="list-style-type: none"> 1. I can select appropriate capital investment appraisal techniques and apply them in order to support capital investment decisions, including product/ service development, digital transformation projects and acquisitions. 2. I can identify and use relevant digital data sources to assist in capital investment decisions. 3. I can explain which pricing strategies are appropriate. 4. I can select and implement suitable business models that will create value for stakeholders, including business models in the context of digital ecosystems. 5. I can analyse the impact of disruptive and digital operating business models in the context of digital ecosystems. 6. I can explain the relevance of weighted average cost of capital. 	<ul style="list-style-type: none"> • Demonstrates technical understanding of the models and techniques that are used to add value. • Communicates business recommendations and their justification clearly. • Applies professional judgement in offering advice and recommendations to senior management. • Demonstrates understanding of the business model and its environment, including digital ecosystems and disruptive businesses, and can support senior management in decision making. • Applies professional scepticism to the evaluation of opportunities and the evaluation of proposals. • Demonstrates business awareness in selecting and applying techniques and models with a view to adding value.

<p>B. Implement senior management decisions</p>	<ol style="list-style-type: none"> 1. I can apply appropriate project management tools and techniques to effectively manage projects at the appropriate stage in the project life cycle. 2. I can identify the key project personnel, explain their responsibilities and set appropriate performance measures. 3. I can select and apply suitable tools and techniques for managing risk and uncertainty in capital projects. 4. I can select suitable financing sources and explain the characteristics of the different types of funding. 5. I can recognise the characteristics of high performing teams. 	<ul style="list-style-type: none"> • Communicates potential planning problems with clarity and provides clear and relevant advice. • Demonstrates leadership when advising on the creation and management of teams. • Applies some professional judgement in the efficient financing and implementation of senior management decisions and in the identification and evaluation of risks and concerns. • Demonstrates business awareness in planning and executing the implementation of senior management decisions. • Demonstrates technical understanding of project management tools and techniques.
<p>C. Manage performance and costs to aid value creation</p>	<ol style="list-style-type: none"> 1. I can advise on the measurement, analysis and reporting on the performance of responsibility centres. 2. I can analyse the processes needed to ensure employee engagement, empowerment and alignment to enhance individual and team performance. 3. I can compare leadership styles and identify the most appropriate style to use. 4. I can use appropriate cost management and cost transformation techniques to manage costs and improve profitability. 	<ul style="list-style-type: none"> • Communicates performance and the implications of performance measures for motivation in a clear and logical manner. • Applies professional scepticism to the measurement of performance and the analysis of reported performance. • Demonstrates leadership, professionalism and professional judgement when advising on the management and direction of individuals and teams.

	<ol style="list-style-type: none"> 5. I can identify and apply appropriate quality management techniques to enhance value. 6. I can identify and apply value management techniques to enhance value. 7. I can apply the techniques that quantify and present risk to stakeholders. 	<ul style="list-style-type: none"> • Applies professionalism and professional judgement to the analysis and reporting of risk. • Demonstrates business awareness in recommendations relating to the management of costs, quality and value. • Demonstrates technical understanding of cost management, cost transformation and value management techniques.
D. Measure performance	<ol style="list-style-type: none"> 1. I can select and apply suitable tools and techniques for managing risk and uncertainty associated with performance related issues. 2. I can select and apply suitable tools and techniques for managing risk and uncertainty in business models. 3. I can use the financial statements to assess and report on financial performance and position, interpreting and reporting on a wide range of ratios. 4. I can support managers by recommending actions to improve financial performance and position and assessing how suggestions impact on the wider organisational ecosystem. 	<ul style="list-style-type: none"> • Demonstrates technical knowledge of relevant accounting standards and of accounting ratios. • Communicates financial information clearly and in accordance with established requirements. • Demonstrates professional scepticism, professional judgement and professionalism in evaluating and recommending accounting treatments. • Demonstrates professional judgement, professionalism and business awareness when interpreting financial statements and recommending actions based on that interpretation. • Demonstrates understanding of the business model and its environment, including digital ecosystems and disruptive businesses,

	<p>5. I can select appropriate accounting treatments and explain their implications for users of the financial statements.</p>	<p>when making recommendations relating to risk and uncertainty.</p> <ul style="list-style-type: none"> • Demonstrates business awareness when recommending responses to risks.
<p>E. Manage internal and external stakeholders</p>	<ol style="list-style-type: none"> 1. I can explain the financial reporting implications of additions to the group. 2. I can explain the behavioural and transfer pricing issues associated with internal trading. 3. I can explain the implications of Integrated Reporting for the reporting entity and its stakeholders. 4. I can advise on the communication process. 5. I can advise on the negotiation process. 6. I can advise on conflict management. 	<ul style="list-style-type: none"> • Demonstrates technical knowledge of the preparation of consolidated financial statements and of integrated reports. • Communicates clearly when suggesting responses to the interests and needs of internal and external stakeholders. • Demonstrates professional judgement in the resolution of potentially conflicting interests, including negotiations and the management of internal trade within organisations. • Demonstrates understanding of ethics and professionalism in advising on the communication and the management of conflicts. • Demonstrates business awareness in the preparation of consolidated financial statements and integrated reports. • Demonstrates business awareness in the management of internal trading. • Demonstrates technical understanding of the economic impact of transfer pricing models.