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## IMPROVING YOUR PAPER P5 ANSWERS – PART 2

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This article aims to give a clarity on the level of response that is required in a Paper P5 answer. It will address a specific past paper question that caused considerable difficulty in the June 2014 session. The article follows on from the first part (see "Related links") giving examples of weak answers, and will discuss two possible passing solutions to this question. Then it will consider a marker's view of each one.

In reading through these solutions and the marker's comments, candidates should gain a better understanding of the breadth and depth of solution that a marker is expecting. Comments are made in [ ] after each paragraph, where appropriate.

Before reading this article, it is essential to have read the scenario and requirement for Question 1, part (b) of the June 2014 Paper P5 exam and it will be helpful to keep these to hand. The requirement is repeated here for clarity.

#### Requirement:

Write a report to the CEO of Cantor to:

(i) Evaluate the current performance report in Appendix 1. (15 marks)

The first example (numbered 3 to be consistent with the earlier article) is based on several, very good solutions seen. The spelling and grammar has been slightly tidied up but not perfected so that this solution is understandable but not overly polished. The solution's length reflects real exam efforts.

### EXAMPLE SOLUTION 3 – AN EXCELLENT, PASSING SOLUTION

The current performance report has the following merits to it:

- It represents the results of the two subsidiaries separately along with total group results, thus enabling for specific management and measurement of the subsidiaries, which represents different types of business and also allowing for internal benchmarking.

[Comment: Valuable here are the implicit identification of the different users of the report, different businesses (though, more accurately, it is their different stage of development) and the appropriate use of the jargon term "internal benchmarking".]

- The report also shows comparisons of budgeted and actual results, allowing for analysis and continuous improvement (planning and budgeting processes).
- The report also provides a lot of margins on the group level, so allowing for efficiency and profitability analysis and conclusions.

[Comment: Notice how, in the second and third points, the author has not just identified what the report does, but has then said why it is helpful ("allowing for analysis and continuous improvement of planning and budgeting processes").]

- The report shows industry averages, thus allowing for external benchmarking and preventing company from internal focus, smugness and putting company's performance into perspective.

[Comment: The language strays here a little from the professional ("smugness") but a marker would allow some latitude as the general point is well made.]

- The report also shows detailisation for food and drink sales within the group and subsidiary, enabling detailed

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**Terry C. Jones**



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