

## CIMA 2017 E2 P&R Kit Errata

### Question 4b.2 (Q4b.2)

In the second part of the solution it says that ‘**responsibility** can never be delegated’. The solution goes on to say that ‘Responsibility is the obligation a person has to fulfil a task they have been given.’

This is incorrect.

The solution to the second part of the answer should be changed so that it reads ‘**accountability** can never be delegated’. The explanation to this should go on to say that ‘Accountability can never be delegated as the manager is still accountable to their own superior for ensuring that the work is done.’

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4b.2 Choose from the following words to complete the sentence.

- responsibility
- power
- accountability
- authority

Delegation is the process whereby a manager assigns part of his  to a subordinate but the manager's  can never be delegated.

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4b.2 The correct answer is:

Delegation is the process whereby a manager assigns part of his **authority** to a subordinate but the manager's **responsibility** can never be delegated.

Authority is defined as the right to do something or ask someone else to do it.

Responsibility is the obligation a person has to fulfil a task they have been given

### **Question 1a.9 (Q1a.9)**

#### **Question**

The question includes the word 'vision' it should not. The list should only consists of:

- (a) Key Performance Indicators
- (b) Mission
- (c) Goals
- (d) Objectives

As a result the table with five boxes should only show four boxes.

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1a.9 Write the following terms in the boxes, to show the correct hierarchy of goal structure (1 = the highest level) for strategy development.

- (a) Key Performance Indicators
- (b) Vision
- (c) Mission
- (d) Goals
- (e) Objectives

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#### **Answer**

To reflect the change to the question the answer should also only show four boxes. The boxes should be re-numbered as follows:

- 1. Mission
- 2. Goals
- 3. Objectives
- 4. Key Performance Indicators

The explanation under the solution should be amended to read:

A mission is a broad statement of the purposes of an organisation that is prepared in line with the values and expectations of its stakeholders. An organisation will then set its goals – what it wants to achieve? Then objectives which are more defined than goals, then KPIs which measure progress towards achieving the objectives.