



CIMA E2 Key Examinable Areas for November 2011

NOTE: These should only be used in conjunction with proper studying. We cannot guarantee that these topics will appear in the actual exam as we have not seen the exam papers. Examiners are not predictable so it is vital that all core syllabus areas are revised fully. The tips are based on Kaplan's experience and understanding of the CIMA exams and will help focus your last minute revision.

Please also read all the Examiner's Articles – available on the CIMA Global website

Strategic analysis

- **Strategic analysis.** This is a key topic and students should be familiar with the models used for internal and external analysis (PEST, Porter's 5 forces, Porter's value chain and resources audit). Students should also be able to pull the external and internal analysis together in a corporate appraisal (SWOT analysis).
- **Approaches to strategy.** Students should have a detailed knowledge of the rational approach to strategy formulation, and should be able to discuss its drawbacks and suggest alternative approaches, such as emergent, incremental and adaptive.
- **Levels of strategy.** Students must be able to discuss the different levels of strategy which occur throughout an organisation.
- **Transaction cost view.** Students should be able to discuss the complex forms of organisation which have arisen largely due to globalisation. Network organisations and the transaction cost view have not been examined for several sittings.

Project management

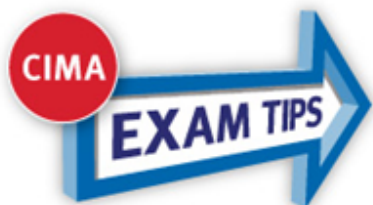
- **Risk management.** Risk is part of the initiation phase of project management. Students should ensure they can discuss the risk management process and be able to identify risks from a scenario and discuss ways of managing them.
- **Project feasibility.** This is part of the initiation phase of project management. Students should ensure they can discuss the 3 types of feasibility and evaluate the feasibility of a project from a scenario.

- **Post completion audit** – the final stage of a project is an important stage and often overlooked by students. It is important to discuss why post completion audits should take place, what they entail and what benefits can be gained from them.
- **Project management tools.** This is always a popular topic in the E2 exam. Students must be aware of the tools used throughout the management of a project, in particular critical path analysis, project management software and scenario planning.

Management of relationships

- **Culture/International culture.** Culture is a popular exam topic which has not been examined for a few sittings. In particular, international culture (Hofstede) has not been examined for several years, so it is a model that is worth ensuring that students are familiar with and could discuss.
- **Management control** – this area covers the control systems within an organisation, including legal issues. Topics such as health and safety, discrimination and disciplinary procedures have not been examined under the E2 syllabus, so this is an area that could potentially come up.
- **Corporate Governance** – This featured in the specimen paper and is an area that students should be familiar with. Students should ensure that they are aware of the main areas of corporate governance and they should be able to apply the rules to a scenario.
- **Groups and teams.** Team building, leading and motivating teams and how to run successful teams is an area worth looking at. There are a few key models in this area such as Tuckman and Belbin.
- **Managing the finance function.** This area has never been examined in E2, so it is one which students should ensure they are comfortable with. It covers the importance of the finance function and the positioning of the finance function within the business.

Read our FAQs and General Exam Tips for this subject at: www.kaplan-exam-tips.com



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