



CIMA Professional Qualification E2 Syllabus Overview

Created by: Global CGMA University and Academic
Center of Excellence

What is the Center of Excellence (COE) about?

We attract, inspire and engage the next generation of CIMA members and CGMAs by increasing awareness among academics and university students through identification of best practices, training, resources and communications, working in partnership with the regions.



Summary of the Enterprise pillar - 2019 syllabus

E3: Strategic Management

- A: The strategy process
- B: Analysing the organisational ecosystem
- C: Generating strategic options
- D: Making strategic choices
- E: Strategic control
- F: Digital strategy

E2: Managing Performance

- A: Business models and value creation
- B: Managing people performance
- C: Managing projects

E1: Managing Finance in a Digital World

- A: Role of the finance function
- B: Technology in a digital world
- C: Data and information in a digital world
- D: Shape and structure of the finance function
- E: Finance interacting with the organisation

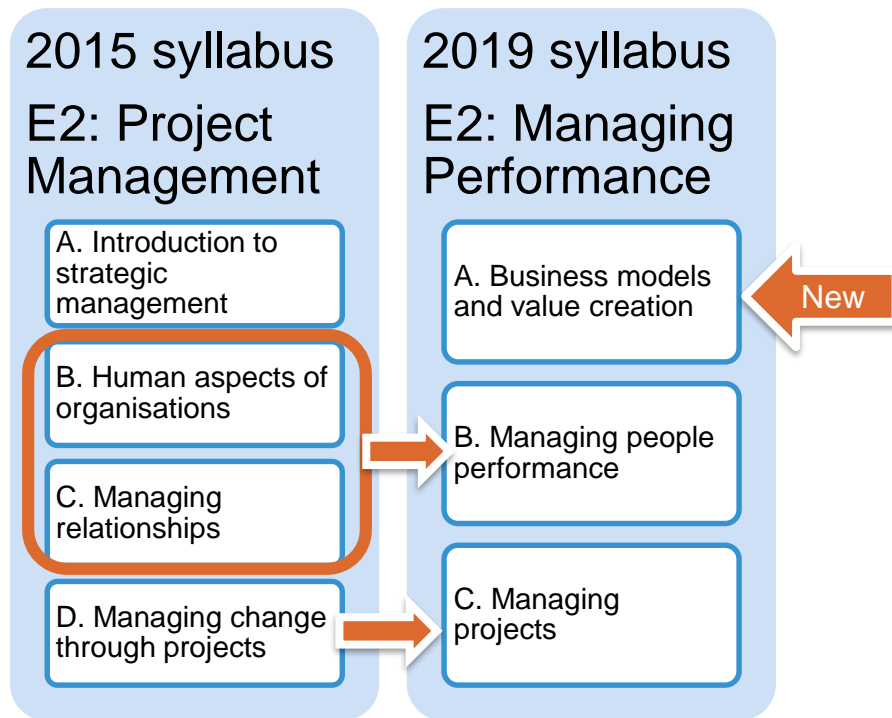
What is this pillar about?

- Articulate a vision in a digital world
- How do we articulate the role of the finance function in a digital world?
- How do we manage performance through people and projects?
- How do we develop and manage strategy?

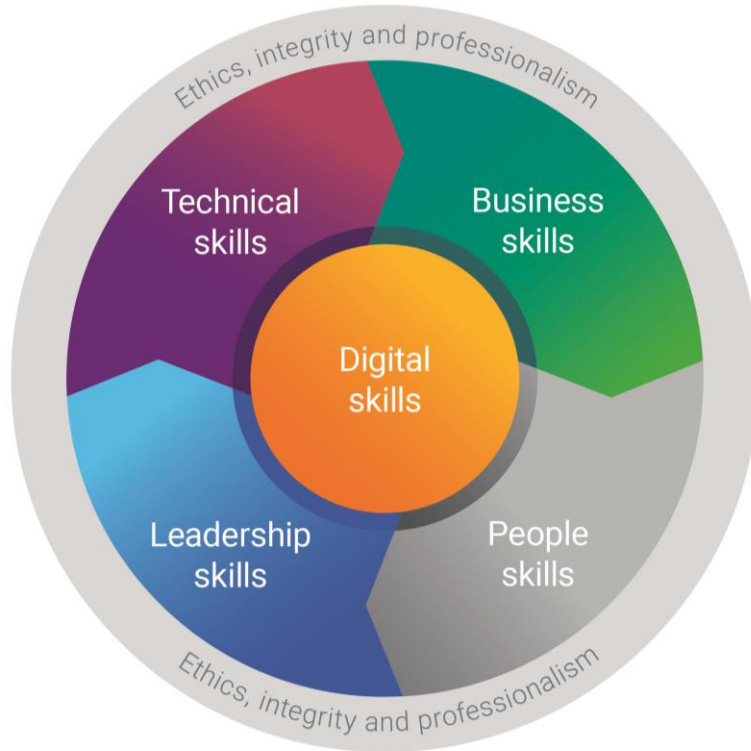
[Download Syllabus Here](#)

E2 Managing Performance

What changed in E2?



CGMA competencies in a digital world

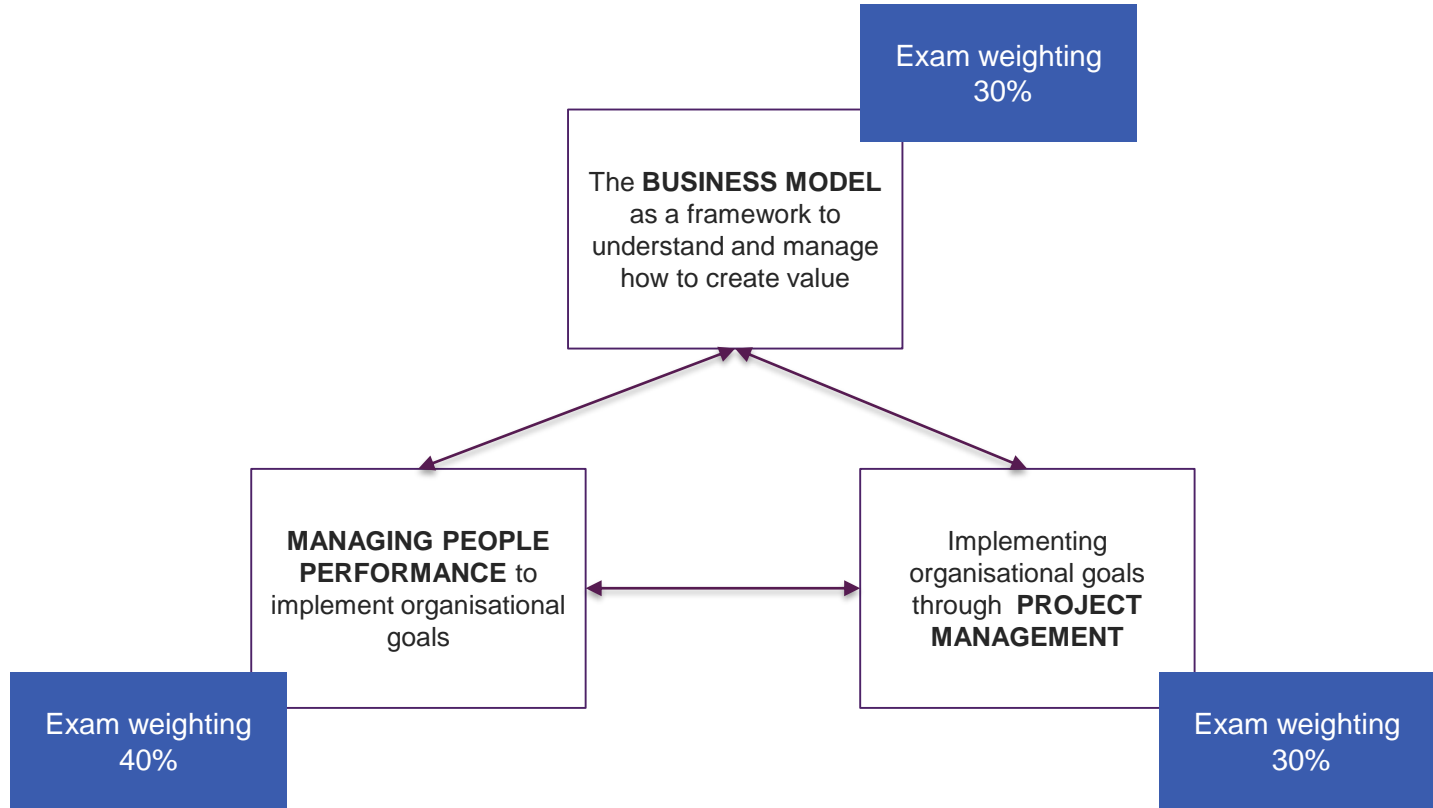


The competency framework reflects our findings on how finance professionals are expected to apply accounting and finance skills within the context of the business/ organisations in which they operate.

It also reflects for the first time how technology and a digital mindset will be required to affect and influence their own decisions, actions and behaviours and those of their colleagues within the wider organisation.

[Read & Download Here](#)

E2: Structure and outline



Exam blueprint

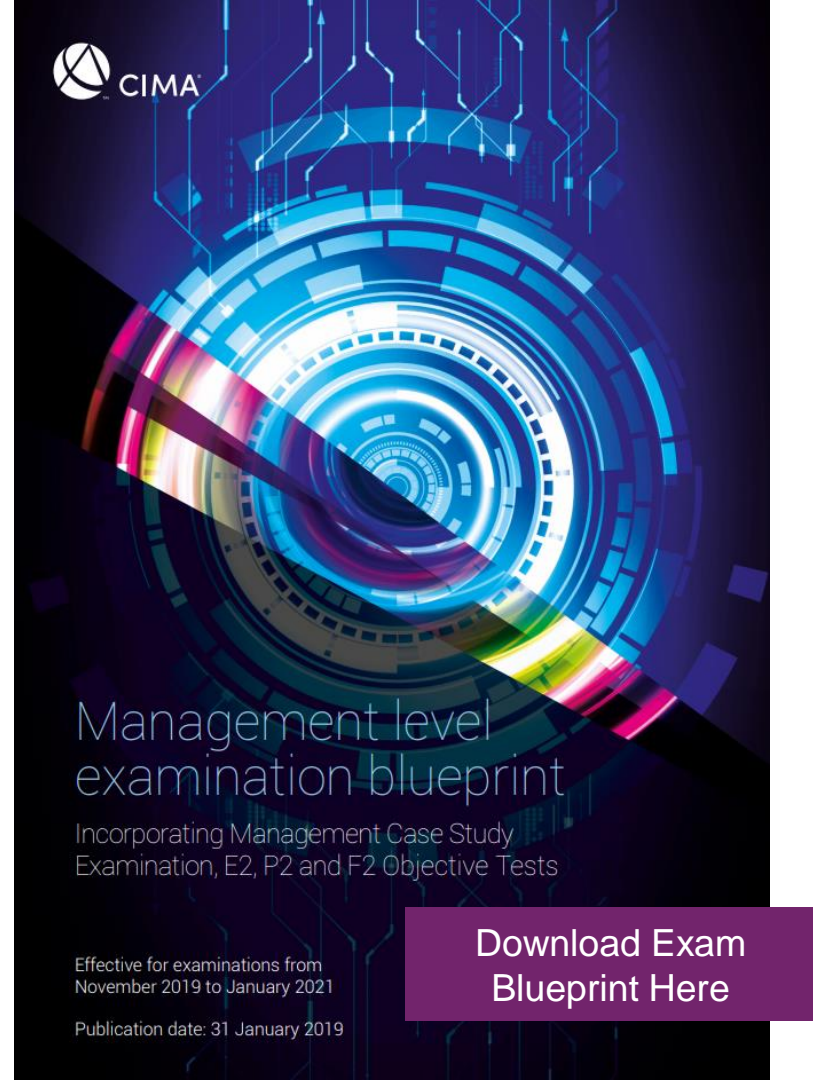
The E2 exam blueprint

- For the first time, under the updated 2019 CIMA Professional Qualification, CIMA is publishing examination blueprints based on the syllabus which set out in detail what is examinable in each of the nine Objective Tests and three Case Study examinations. The Blueprints will be published annually, and provide information about the format, structure and weightings of the assessments.
- The blueprints will only be applicable to exams scheduled under the 2019 Professional Qualification.

[Download Exam
Blueprint Here](#)

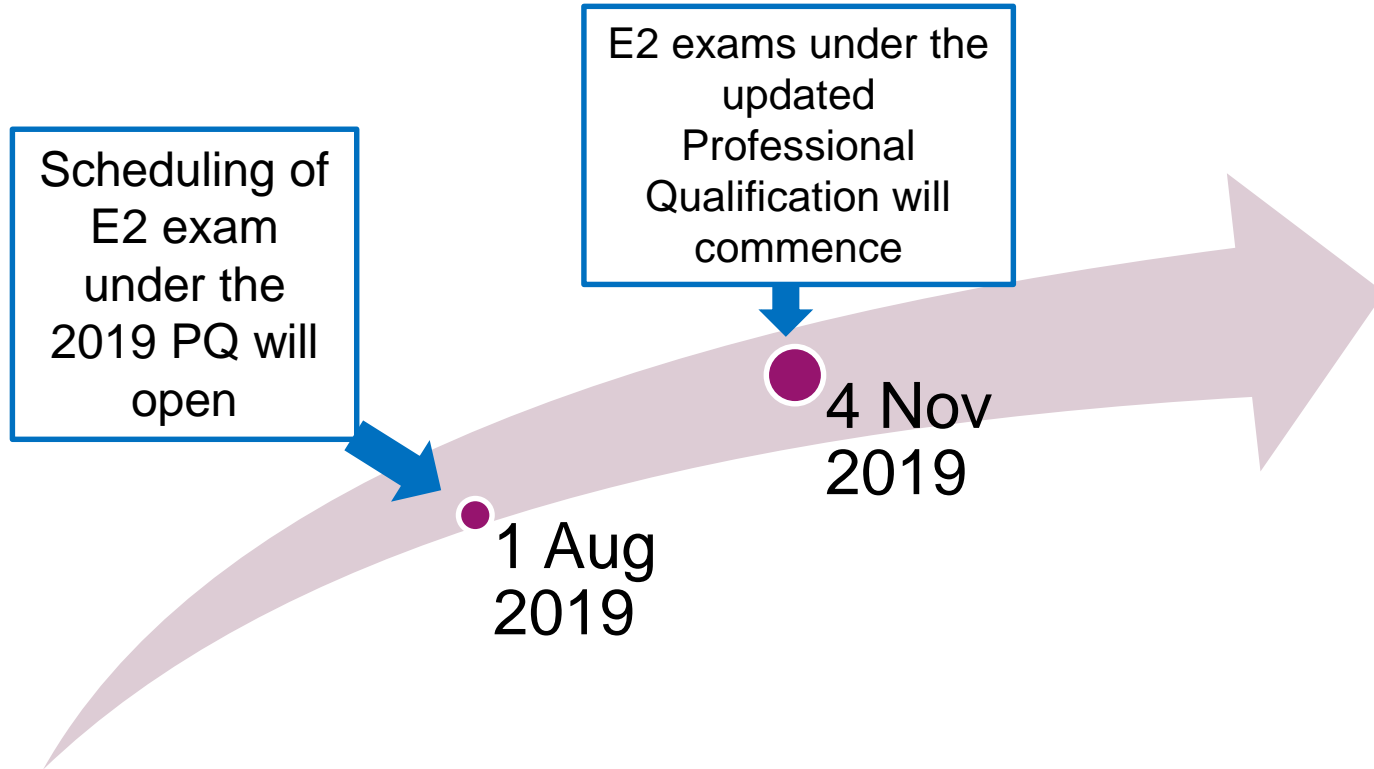
Key features of the blueprints

- Updated annually
- 3 documents, one per level
- 4 sections
 - Overview
 - Case study exam business simulation
 - Objective test representative tasks
 - Appendices (formulas etc.)



E2 exam dates

[Link To Timeline](#)



Exam overview

Skill level

Remembering
Understanding
Application
Analysis

Exam format

Objective test
On-demand
Computerised
60 questions
90 minutes

CIMA will publish updated objective test pass rates every quarter following the release of pass rates for case study exams.

[View Pass Rates](#)

Examination purpose

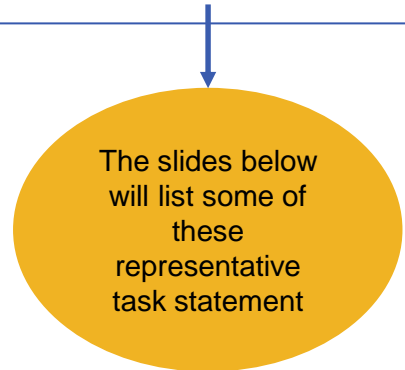
- The Objective Tests assure that learners have acquired the fundamental knowledge, skills and techniques for the role that will be simulated in the culminating Case Study Examination.
- The Objective Tests will cover all areas of the syllabus and will ensure that learning has taken place across the breadth of the syllabus.
- The Objective Tests are weighted towards remembering and understanding and application with some analysis and evaluation in highly structured scenarios.

“I can” statements

- In the exam blueprint, you will find **representative task statements**.
- Each statement is a plain English description of what a CIMA finance professional should know and be able to do i.e. “I can....”.
- The content and skill level determine the language and verbs used in the representative task.
- CIMA will test up to the level of the task statement in the objective test (an objective test question on a particular topic could be set at a lower level than the task statement in the blueprint).
- The task statements in the blueprint are representative and are not intended to be (nor should they be viewed as) an all-inclusive list of tasks that may be tested on the Examination. It also should be noted that the number of tasks associated with a particular content group or topic is not indicative of the extent such content group, topic or related skill level will be assessed on the test.

A snapshot of the E2 exam blueprint

E2A: Business models and value creation		Skill level				Representative task statement
Lead outcome	Component outcome	Remembering and understanding	Application	Analysis	Evaluation	
1. The ecosystems of organisations	a. Markets and competition	✓				Understand why ecosystems are beginning to emerge and how they differ from traditional markets



Topic A – Business models and value creation (New topic)

E2 Managing performance

Summary

- The digital world is characterised by **disruptions to business models** by new entrants and incumbents who seek **superior performance and competitive advantage**.
- This section covers the fundamentals of business models and how new business and operating models can be developed to improve the performance of organisations.

E2A: Business models and value creation

Lead outcome	Component outcome	Topics to be covered	Explanatory notes
1. Explain the ecosystems of organisations	Explain: a. Markets and competition b. Society and regulation	<ul style="list-style-type: none"> • Definition of ecosystems • Participants and roles • Interactions and dynamics • Rules and governance • Technology • Risks and opportunities 	<p>What is the nature of the ecosystem?</p> <p>What are its critical elements and how do they interact with each other?</p> <p>How do they impact the organisation?</p>
2. Explain the elements of business models	Explain the following a. Concept of value and the business model b. Defining value c. Creating value d. Delivering value e. Capturing and sharing value	<ul style="list-style-type: none"> • Stakeholders and relevant value • Stakeholder analysis • Resources, process, activities and people in creating value • Products, services, customer segments, channels and platforms to deliver value • Distribution of value to key stakeholders 	<p>This section covers the concept of value from different stakeholder perspectives.</p> <p>It examines the various elements of the business model, their interaction with each other and their implication for costs and revenue.</p> <p>The section also covers the connectivity and alignment between the ecosystem and the elements of the business model.</p>
3. Analyse new business models in digital ecosystems	a. Analyse digital business models and their related operating models	<ul style="list-style-type: none"> • Disruption • Ways to build disruptive and resilient business models • Creating digital operating models • Types of digital operating models 	<p>New business models have evolved to disrupt industries and their ecosystems.</p> <p>What are they?</p> <p>How have they redefined their industries?</p>

Example of representative task from exam blueprint

I understand how technology is driving the emergence of ecosystems that are connected, open, simple and intelligent, and fast and scalable.

I understand the three main features of capturing and sharing value to stakeholders: cost model, revenue model and distribution of surplus..

I can analyse the steps to build a digital workforce including attract and retain talent, become an employer of choice, create a workforce with digital skills, bring leadership into the digital age, foster a digital culture, create environments where humans and robots can work together, integrate on-demand workforce..

[Download Exam Blueprint Here](#)

Resource list

Ecosystems

**The new age of
ecosystems**

**IBM Institute of
Business Value**

**Read the
executive report
2014**

Read

In or out

**Succeeding in
the ecosystem
economy**

**IBM Institute of
Business Value
2017**

Read

50 minute video

Speaker:

Karen Britton

Watch Video



Changing business models for long term success

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CGMA white paper 2018

Business Models Concepts

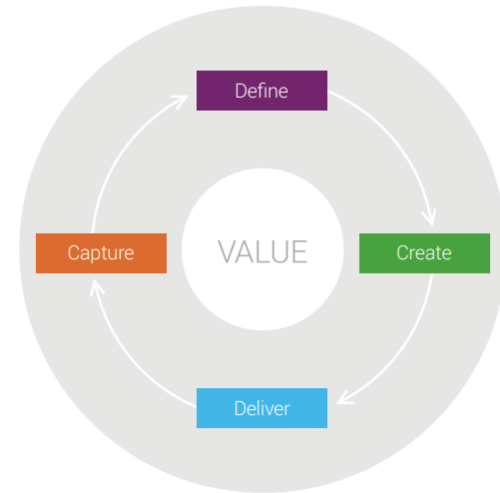
- Key focus on how value is
 - Defined by customers, investors and other stakeholders.
 - Created through the harnessing of key resources and relationships.
 - Delivered to ever-more demanding and sophisticated customers.
 - Captured for reinvestment and distribution to shareholders and wider society.

[Read Now](#)



Business Models
Concepts

CGMA white paper
2018



Case study

The big company where everyone's an entrepreneur

The global company Haier split its huge empowered workforce into three categories: platform owner, microenterprise owner, and entrepreneur.

INSEAD Knowledge



Haier's business model has created a worldwide entrepreneurship movement.

[Watch Video](#) | [Read Case Study](#)

Digital Transformation – World Economic Forum

**Digital enterprise:
established players
must reinvent
themselves**

June 2016

Read

Digital Enterprise

**Digital
Transformation of
Industries: in
collaboration with
Accenture**

Jan 2016

Read

**Unlocking B2B
Platform Value**

**Digital
Transformation
Initiative: in
collaboration with
Accenture**

March 2017

Read

Topic B: Managing people performance

E2 Managing performance

Summary

- Human capital is one of the key intangible assets of organisations in an age where intangible assets are the dominant means by which organisations create and preserve value.
- Leadership is a crucial means for managing individual performance and the relationships between people.
- This section examines how different styles of leadership can be used to improve the performance of individuals so they can achieve organisational goals.

E2B: Managing people performance

Lead outcome	Component outcome	Topics to be covered	Explanatory notes
1. Compare and contrast different types of leadership and management styles	Compare and contrast: a. Different leadership concepts b. Types of leadership c. Leadership in different contexts	<ul style="list-style-type: none"> • Power, authority, delegation and empowerment • Contingent and situational leadership • Transactional and transformational leadership • Leadership of virtual teams • Leadership and ethics 	Leadership is key to performance management. In a digital world it is an area that is least susceptible to automation. What constitutes leadership? What are the different types of leadership? How does one choose a style of leadership that is appropriate for the particular context?
2. Analyse individual and team performance	Analyse the following: a. Employee performance objective setting b. Employee appraisals c. Coaching and mentoring d. Managing work place environment	<ul style="list-style-type: none"> • Target setting and employee alignment • Employee empowerment and engagement • Performance reporting and review • Rewards and sanctions in managing performance • Different approaches to coaching and mentoring to improve performance • Diversity and equity practices • Health and safety • Organisational culture 	Individual performance is achieved through structured processes and approaches. These include objective setting and regular review of performance against objectives. How should these processes be developed to ensure employee engagement, empowerment and alignment? How should the work environment be configured to enhance performance? What is the role of the leader in coaching and mentoring for high performance?
3. Explain how to manage relationships	Explain the following in the context of managing relationships: a. Building and leading teams b. Communications c. Negotiations d. Managing conflicts	<ul style="list-style-type: none"> • Characteristics of high performing teams • Motivating team members • Communication process • Digital tools for communication • Negotiation process • Strategies for negotiation • Sources and types of conflicts • Strategies for managing conflicts 	Individuals work in teams and their performance contributes to the team performance. How should teams be built and led to improve performance? How is collaboration enhanced using technology? How can conflicts be managed?

Example of representative task from exam blueprint

I can determine how behavioural aspects of control impact target setting and management by objectives and impacts employee alignment, empowerment and engagement.

I can analyse organisational culture and the relationship to employer and employee responsibilities in managing the work environment, diversity and equality practices, and health and safety in the workplace.

I understand the process of negotiation and importance of developing effective skills and strategies for influence, persuasion and negotiation.

[Download Exam Blueprint Here](#)

Resource list

Leadership for today



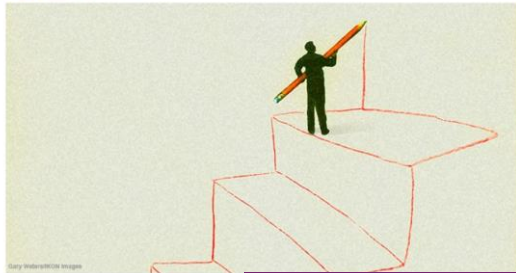
HOME LEAD

Moving up the leadership maturity chain

"Transpersonal" leaders prioritise decisions based on what's best for the organisation. Learn how to grow as a leader.

By John Knights
1 February 2019

People and leadership skills, Soft skills



Read

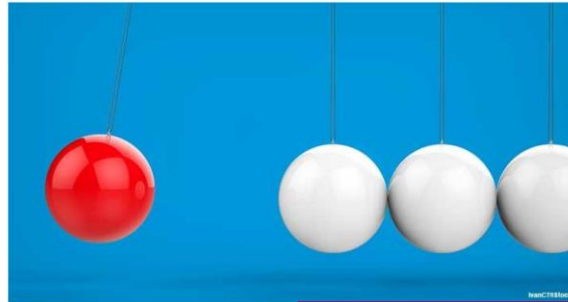


HOME LEAD

Why soft skills are not optional for leaders

By Tim Cooper
22 May 2018

People and leadership skills, Soft skills



Read



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Seven steps to "transpersonal" leadership

By Neil Amato
27 June 2012

People and leadership skills



Read

Podcast



Why soft skills don't equate to soft leadership
by Financial Management (FM) magazine

🕒 23m 17s ❤️ 2 📅 June 12, 2018

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The qualities of legendary leaders
12 helmikuuta · Financial Management (FM) magazine

What makes a leader "legendary"? Management coach Mary Legakis Engel has a few thoughts and an explanation of leadership types in this podcast.

🇬🇧 United Kingdom 🏢 Business

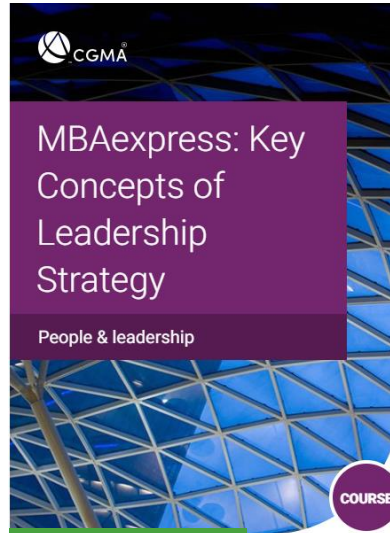
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More on leadership

**The
Transpersonal
Leadership White
Paper Series:
How to Develop
Ethical Leaders**

Read



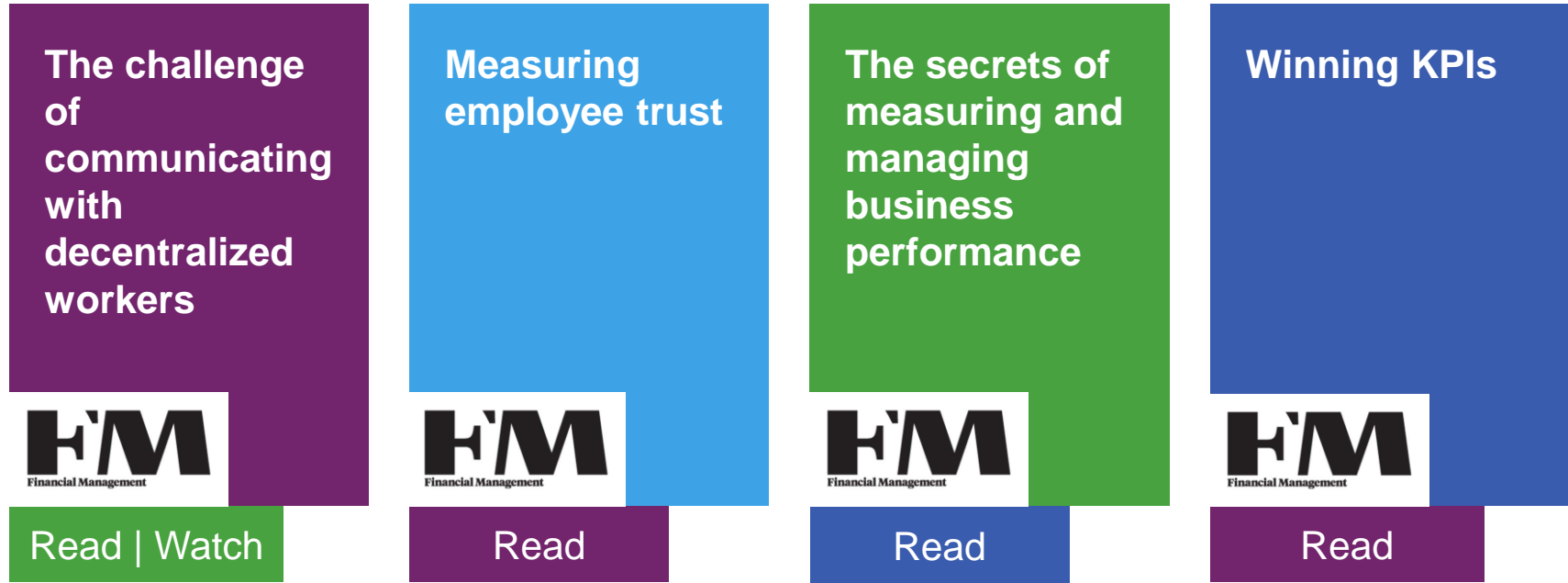
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Individual and team performance



Managing relationships

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The ultimate resource for today's CPA

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**How to
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**The art of
negotiation**

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**Influencing
skills key to
progression**

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Creating a culture that benefits customers

Old Mutual Group responded to setbacks by implementing customer-centric values.

When Old Mutual Group reached a cultural crossroads several years ago, the organisation's leaders decided that strengthening customer-centred values at the heart of the business was the key to bouncing back from significant business setbacks.



Topic C: Managing projects

E2 Managing performance

Summary

- Projects have become pervasive means by which organisations **execute their strategies**.
- This section shows candidates how to use **project management concepts and techniques to implement strategies** effectively and efficiently.
- It is linked to **capital investment decision making** that is covered in other modules of the management level

E2C: Managing projects

Lead outcome	Component outcome	Topics to be covered	Explanatory notes
1. Describe the concepts and phases of projects	Describe the following: a. Project objectives b. Key stages of the project life cycle c. Project control	<ul style="list-style-type: none"> Overall project objectives Objectives relating to time, cost and quality Purpose and activities associated with key stages of the project life cycle 	<p>Projects are the primary means by which many organisations implement strategic decisions.</p>
2. Apply tools and techniques to manage projects	Apply the following to manage projects: a. Project management tools and techniques b. Project risk management tools	<ul style="list-style-type: none"> Workstreams Work breakdown schedule, Gantt charts, network analysis PERT charts Sources and types of project risks Scenario planning Managing project risks Project management software 	<p>It is also the means by which organisations ensure cross-functional collaboration.</p> <p>This section covers the key elements of project management.</p>
3. Explain the concepts of project leadership	Explain a. Project structure b. Roles of key project personnel c. How to manage project stakeholders	<ul style="list-style-type: none"> Project structures and their impact on project performance Role of project manager Role of key members of project team Life cycle of project teams Managing key stakeholders of projects Leading and motivating project team 	<p>It seeks to provide both awareness and understanding of the project management process and the ability to apply tools and techniques to participate in projects and to identify, evaluate and manage project risks.</p> <p>The objective is not to train project managers but to equip finance people to work within projects and to lead some parts of projects.</p>

Example of representative task from exam blueprint

I can define workstreams for projects and use work breakdown schedule, Gantt Charts, network analysis, data visualisations, and PERT charts to describe and review the tasks involved in completing a project..

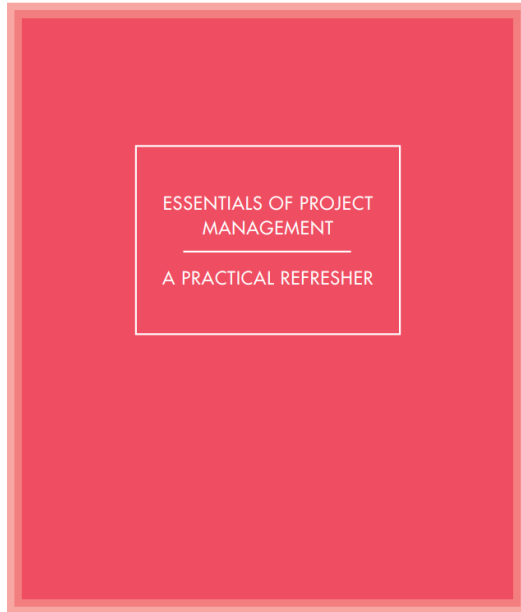
I can determine the sources and types of project risks.

I can understand how managing key project stakeholders and leading and motivating a project team is critical to the success of a project..

[Download Exam Blueprint Here](#)

Resource list

Project management



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Chartered Global Management Accountant

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Read

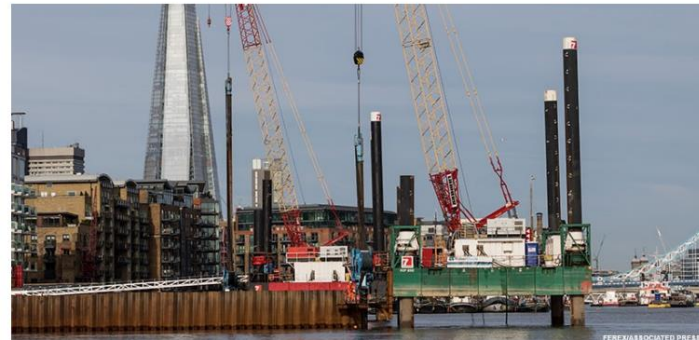


HOME LEADE

7 tips for effective project reporting

By Samantha White
3 August 2017

Performance management



Read

The £4 billion Tideway Tunnel, which will run for approximately 20 miles through London, up to 75 metres below the surface.

Project collaboration

How to foster collaboration



Read Research Article

Developing a plan for better planning



Read Excerpt Of A Book

Mini quizzes

Digital competencies



HOME

LEADER

Quiz: What core competencies does automation require?

By Kate O'Flaherty

24 January 2019

Future of finance, Technology and analytics



Automation is increasingly augmenting finance professionals' capabilities. Take this quiz to find out how much you know about the mindsets and competencies technological automation requires from finance professionals. Answers are based on information in the CGMA report *Changing Competencies and Mindsets*.

Take Quiz Here

How well do you know government technology?

Technology is revolutionising not only businesses but also government worldwide.

The CGMA report [*Engineering the Future*](#) focuses on technology drivers and how government entities that strategically incorporate technological advances to improve communication, strategy, and performance can reap benefits and meet challenges.

Take Quiz Here



HOME

LEADE

Quiz: How well do you know government technology?

By Kate O'Flaherty

14 May 2018

Technology and analytics



Contact:

Academic.Partners@aicpa-cima.com

Karen.Phang@aicpa-cima.com

Email Now



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