E2 Enterprise Management (2010 syllabus)

A guide for students

Introduction

CIMA’s Profession qualification is made up of the following levels and subjects:

- **Operational level** (E1 Enterprise Operations, P1 Performance Operations, F1 Financial Operations)
- **Management level** (E2 Enterprise Management, P2 Performance Management, F2 Financial Management)
- **Strategic level** (E3 Enterprise Strategy, P3 Performance Strategy, F3 Financial Strategy)
- **The Test of Professional Competence in Management Accounting** (T4 parts A and B)

The qualification consists of three learning pillars.

- **Enterprise pillar** (E1, E2 and E3)
- **Performance pillar** (P1, P2 and P3)
- **Financial pillar** (F1, F2 and F3)

Each of the learning pillars contains a subject from each of the three progressive levels – Operational, Management and Strategic.

Subjects within each learning pillar are designed to be sequential from Operational to Strategic, encouraging the progressive development of knowledge, techniques and skills.

The prefix for each subject name indicates which learning pillar the subject is from (E, P or F) and the level of the subject (1, 2 or 3). Therefore E2 is from the Enterprise pillar and is an Management level subject.

You must pass all six operational and management papers before attempting the Strategic level. All three Strategic level papers must be passed before you can attempt the T4 part B case study exam.

This guide focuses on E2 Enterprise Management which forms part of the Management level.

This paper moves towards an holistic, integrated view of management across an organisation.

Building on important concepts in strategic management, this paper develops tools and techniques for identifying key types of competitive environments. Project management skills and tools are also addressed.

The paper also introduces the skills and tools needed to work with, manage and develop teams. This includes both the legal aspects of managing individuals, as well as the softer elements of negotiation and leadership skills.
Section A – The syllabus structure and learning outcomes

The E2 syllabus is split into 3 topic areas:

A: Strategic Management and Assessing the Competitive Environment (30%)
B. Project Management (40%)
C: Management of Relationships (30%)

Download the full E2 syllabus

A percentage weighting is shown against each topic area. This is provided as a guide to the proportion of study time each area requires. The study weightings also indicate the approximate proportional distribution of marks that will be allocated to topics in any single exam.

It is essential that all areas in the syllabus are studied, since any single exam question may examine more than one topic.

Each subject within the syllabus is divided into a number of broad syllabus topics. The topics contain one or more lead learning outcomes, related component learning outcomes and indicative knowledge content.

A learning outcome has two main purposes:

(a) to define the skill or ability that a well prepared candidate should be able to exhibit in the examination
(b) to demonstrate the approach likely to be taken in examination questions.

The learning outcomes are part of a hierarchy of learning objectives. The verbs used at the beginning of each learning outcome relate to a specific learning objective.

The following table lists the hierarchy of learning objectives and verbs used by CIMA.

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<th>LEARNING OBJECTIVE</th>
<th>VERBS USED</th>
<th>DEFINITION</th>
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<td>KNOWLEDGE**</td>
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<td>**Level 2</td>
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<td>**Level 3</td>
<td>APPLICATION**</td>
<td>How you are expected to apply your knowledge.</td>
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**Example from E2 Enterprise Management syllabus**

*Component learning outcome – ‘Discuss the nature of competitive environments’*

The verb ‘Discuss’ is from Level 4 in the learning objective hierarchy. Therefore an exam question based on this component learning outcome could use one of the verbs from level 4 or from the lower levels 1,2 and 3 but a higher level verb (from level 5) could not be used to test this learning outcome.

To see which *learning outcomes* have been examined in past exam papers have a look at this table for E2.

**Section B - Pre-requisites for studying E2 Enterprise Management**

Before you can take any Operational or Management level exam you must have either passed, or been exempt from, all of the five CIMA Certificate in Business Accounting assessments.

The material included in any of the syllabi for the CIMA Certificate in Business Accounting qualification may also be relevant for related subjects as you progress through the qualification.

If you have accepted exemptions from any of the Certificate or Operational subjects, or you have been offered exemptions, you should take a look at the syllabus for the exempt subject and make sure that you are confident that you have a thorough knowledge and understanding of all syllabus areas before accepting the exemption. If you feel that you have any knowledge gaps then you should make sure that you spend some time refreshing your knowledge in these areas.

Please note that the knowledge and understanding acquired at the lower levels of CIMA’s qualification is assumed knowledge at the higher levels and the exams at the higher levels require a good understanding of the preceding knowledge, so that you are able to apply it in the context of the higher level learning.
Download the full Certificate in Business Accounting syllabus and full 2010 professional qualification syllabus

Section C – Study routes for E2 Enterprise Operations

There is no set order in which you must attempt the Operational and Management level papers.

You can sit Operational and Management level papers at the same time. We advise students to pass the Operational level paper before attempting the Management level paper in the same pillar, therefore P1 before P2, E1 before E2 and F1 before F2. It is however possible to be concurrently studying and sitting an operational level paper in one pillar and a management level paper in another pillar (for example P1 and F2) or both the Operational level and Management level papers from the same pillar (for example P1 and P2)

This article published in Velocity suggests that for those students planning to attempt two exams per sitting a good order to follow is: E1 and F1, then P1 and F2, then P2 and E2. Read the full article for more guidance and advice.

Advice for E2 students:

Both sections of the exam are scenario based, which means that it is simply not enough to reproduce large amount of theoretical material. Students must demonstrate an ability to analyse the details of the scenario, select applicable concepts and models and use your theoretical knowledge to structure, inform and support your answer. For example, you would get a few marks for knowing what the Porter’s 5 forces are but the bulk marks would be for applying them to a scenario.

Section D – Studying for E2 Enterprise Operations

We recommend that, wherever possible, you attend a course taught by an approved CIMA Learning Quality Partner. Visit our college list at www.cimaglobal.com/colleges to find details of colleges local to you that teach E2.

The official CIMA study texts have full syllabus coverage for each Professional qualification subject.

You can also study with CIMAstudy.com - the CIMA endorsed online study system.

Each subject has a ‘Study Resources’ area on www.cimaglobal.com. From here you will find past exam papers and answers, post exam guides, reading lists and useful articles. Question practice is an essential part of preparing for the exams – so make sure you use all of the resources which are available to you.

CIMAsphere, our online community, provides a resource for students to share information and find expertise and support among peers, as well as gain advice from CIMA members and alumni. See the Management level discussion board. And look out for regular blogs on E2 and other studying and exam related topics.

Useful articles are published regularly in Financial Management magazine and in Velocity.

Planning your learning, engaging with other students and accessing all of the useful resources on the CIMA website will help you keep focussed and motivated.
Section E – Assessment strategy and assessment information

Each of the Professional qualification exams is 3 hours along, with a further 20 minutes of pre-exam reading time. The E2 exam paper will have the following sections:

- Section A (50 marks) - Five compulsory medium answer questions, each worth ten marks. Short scenarios may be given, to which some or all questions relate.
- Section B (50 marks) – One or two compulsory questions. Short scenarios may be given, to which question relate.

The pass mark for each exam is 50%.

Have a look at past exam questions and answers on our website, along with post exam guides. These are all essential reading and an important part of your exam preparation.

Read this articles on ‘making the most of your reading time’ for some important advice on the 20 minutes pre-exam reading time.

The main global exam sittings are in May and November each year. A limited number of places are available, in certain countries, for T4 part B and resit students to sit exams in March and September.

Find full details about entering the Professional qualification exams here.

Exam results are sent out by first class post or airmail to your current address in your MY CIMA account. To also receive your results by email you need to update your communication preferences in MY CIMA.

You will receive a question breakdown summary on your results letter which shows the number of marks awarded by the exam marker for each question you attempted in the exam.

Section F - Useful reading and resources

The 2010 CIMA Professional qualification structure and syllabus document
E2 past exam questions and answers
E2 post exam guides
E2 relevant articles from Financial Management and Velocity
CIMAsphere discussion forum
Blogs
Study help videos
E2 study resource map