



# Strategic Management

Strategic level | Subject E3  
CIMA official revision cards

**KAPLAN**  
PUBLISHING

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### How to use Revision Cards

#### The concept

- Revision Cards are a new and different way of learning, based upon research into learning styles and effective recall.
- The cards are in full colour and have text supported by a range of images, making them far more effective for visual learners and easier to remember.
- Unlike a bound text, Revision Cards can be rearranged and reorganised to appeal to kinaesthetic learners who prefer to learn by doing.
- Being small enough to carry around means that you can take them anywhere. This gives the opportunity to keep going over what you need to learn and so helps with recall.
- The content has been reduced down to the most important areas, making it far easier to digest and identify the relationships between key topics.
- Revision Cards - however you learn, whoever you are, wherever you are...

### How to use them

Revision Cards are a pack of approximately 52 cards, slightly bigger than traditional playing cards but still very easy to carry and convenient to use when travelling or moving around. They can be used during the tuition period or at revision.

They are broken up into 4 sections.

- An overview of the entire subject in a mind map form (orange).
- A mind map of each specific topic (blue).
- Content for each topic presented so that it is memorable (green).

Each one is a different colour, allowing you to sort them in many ways.

- Perhaps you want to get a more detailed feel for each topic, why not take all the green cards out of the pack and use those.
- You could create your own mind maps using the blue cards to explore how different topics fit together.
- If at the revision phase why not take all the purple cards and work through the past questions identified.
- And if there are some topics that you understand, take those out of the pack, leaving yourself only the ones you need to concentrate on.

There are just so many ways you can use them!

### Contents

1. The strategy process (Chapter 1)
2. Stakeholders, ethics and corporate social responsibility (Chapters 2 & 3)
3. The organisational ecosystem: external analysis (Chapter 4)
4. Strategic networks and platforms (Chapter 5)
5. Resources and value creation within the ecosystem: internal analysis (Chapter 6)
6. Framework for generating strategic options (Chapter 7)
7. Strategic options and choice (Chapter 8)
8. Developing strategic performance management systems (Chapter 9)
9. Change management (Chapters 10 & 11)
10. Digital strategy (Chapters 12 & 13)

## STRATEGIC MANAGEMENT

### Exam guidance

Your exam will be made up of 60 questions, covering every area of the syllabus.

A range of question types will be used. The main types will be: multiple choice, multiple response, number entry, drag and drop, drop down and hot spot. (Note: for your E3 exam, you will not be required to type any narrative responses).

All questions are equally weighted and independent of each other.

All elements of a question must be answered correctly for the question to be marked correct. The pass mark is 70%.

**Time allowed:** 90 minutes. No extra time is given for reviewing your answers .

### Core areas of the syllabus

A	The Strategy Process	15%
B	The Organisational Ecosystem	20%
C	Strategic Options	15%
D	Strategic Choices	15%
E	Strategic Implementation and Control	20%
F	Digital Strategy	15%



# overview

Strategic Management

RevisionCards 

# STRATEGIC MANAGEMENT



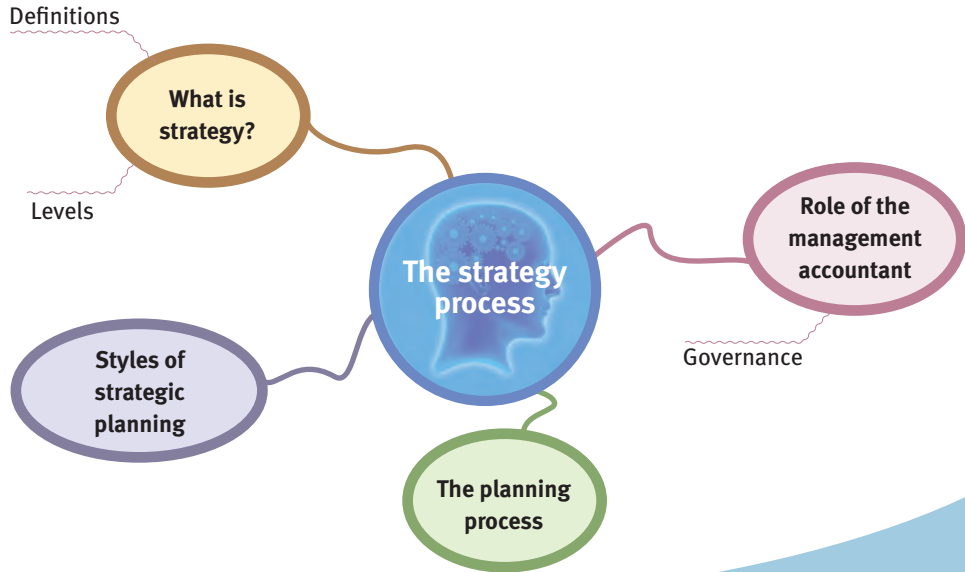




# The strategy process

strategic management

# STRATEGIC MANAGEMENT – The strategy process

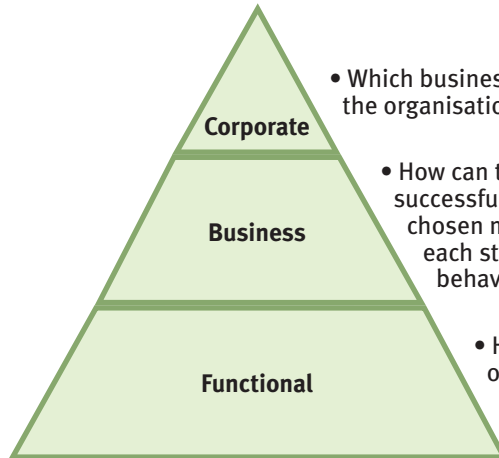


## Definitions of strategic planning

‘Strategy is the direction and scope of an organisation over the long term.’

**Johnson, Scholes and Whittington**

## Levels of strategy



- Which businesses or markets should the organisation be in?

- How can the organisation successfully compete in its chosen markets? How should each strategic business unit behave?

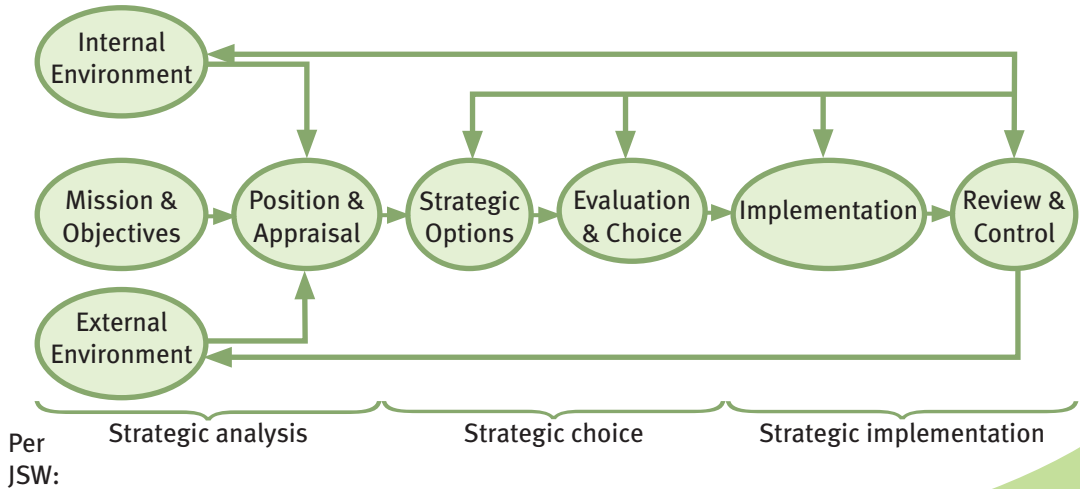
- How should the organisation operate on a day to day basis?

A corporate or business level strategy will only succeed if it is supported by appropriate operational strategies.

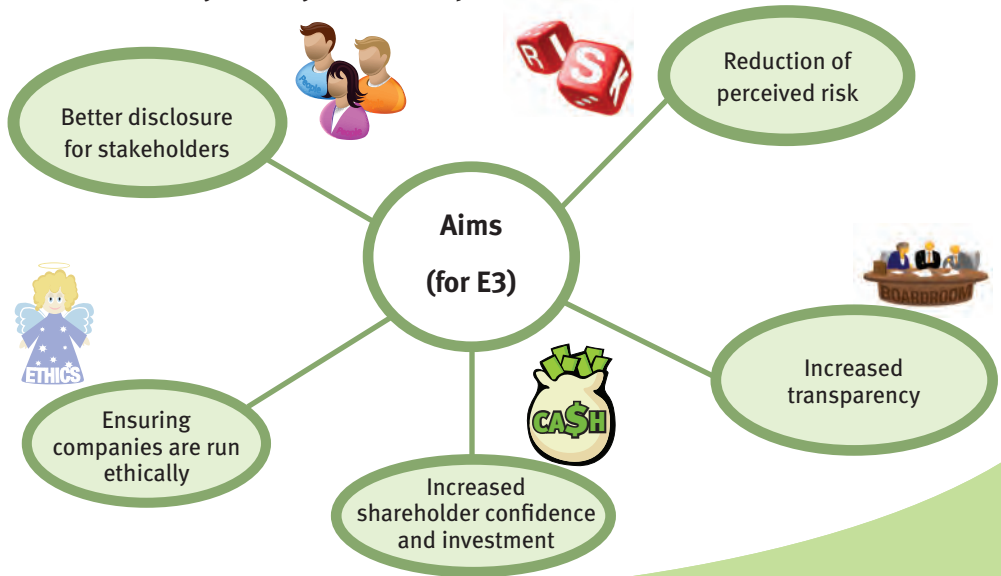
**Styles of strategic planning**



**The rational model – additional detail**



**Governance – “the system by which companies are directed and controlled”**



### The role of the management accountant

A form of management accounting which emphasises external factors as well as non-financial and internally generated information.

