SMA exam flowcharts and tool finder

SMA EXAM REFERENCE PACK | ALL MODULES | PRINT AND KEEP WITH YOUR NOTES

Answering a scenario question

1. Read the task
Verbs: calculate, explain, evaluate, recommend

2. Find the tool
Which module concept fits?

3. Use the facts
Name the organisation, people and numbers

4. Calculate
Formula first, then a workings table

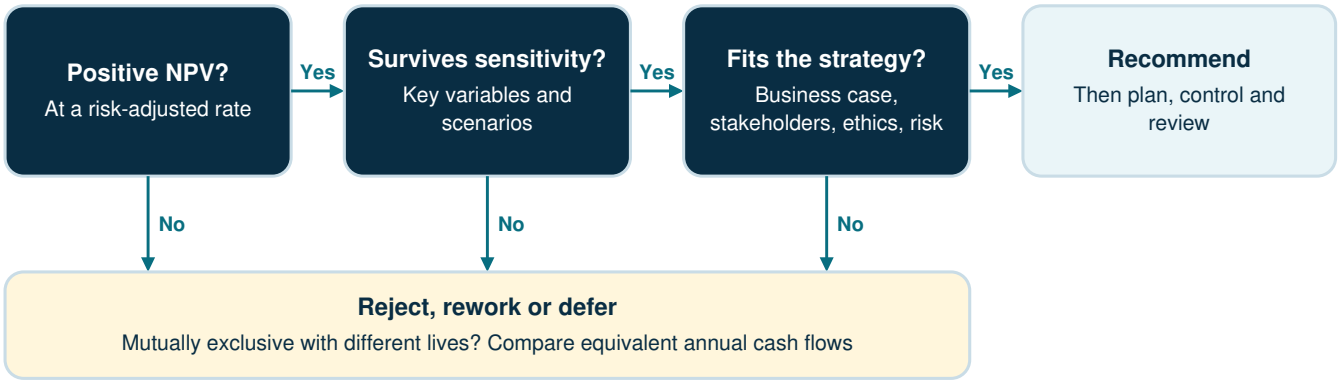
5. Interpret
What it means for strategy and value

6. Recommend
Plus risks, qualitative factors and limits

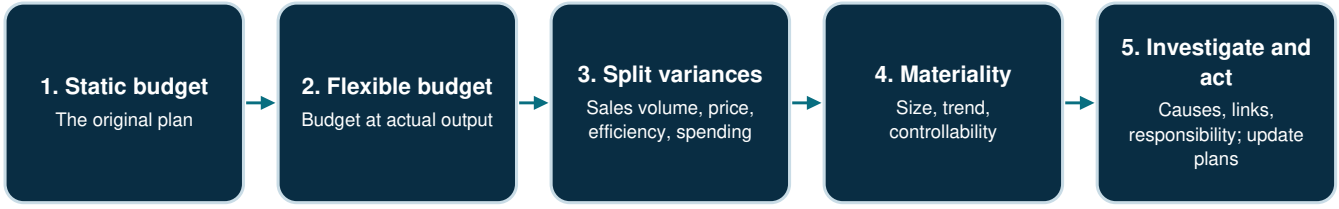
Tool finder

If the question is about...	Reach for	Module
Industry attractiveness; the wider environment	Porter's five forces; PEST and regulation	1
Internal position; where value is created	SWOT; value chain analysis	1, 6
A product portfolio	Product life cycle; BCG matrix	1
Who needs what information; reporting	Stakeholder analysis; integrated reporting (six capitals)	2
Fixing or replacing an information system	Modify or replace evaluation; cost-benefit	2
Planning next year's resources	Master budget; limiting factor; rolling budgets	3
Explaining actual versus budgeted profit	Flexible budget; variance analysis and reconciliation	3
Whether to invest	NPV, IRR, PI, payback, sensitivity and scenarios	4
Scheduling a project or catching up	Network diagram, critical path, PERT, crashing	4
Whether a project is on budget and time	Earned value (CV, SV, CPI, SPI)	4
Measuring strategy execution	Balanced scorecard; strategy map; cascading	5
Designing measures and targets	SMART; six characteristics; benchmarks; behavioural effects	5
Distorted product costs	Activity-based costing; time-driven ABC	6
Pricing a product	Hard and soft functions; surplus value; pricing map; target costing	6
Cutting costs that stay cut	Five questions; ABM and BPM; life cycle and kaizen costing	6
Choosing suppliers; quality problems; outsourcing	Total procurement cost; cost of quality; outsourcing pyramid	6
Which customers make money	Customer profitability analysis; cost to serve map	6

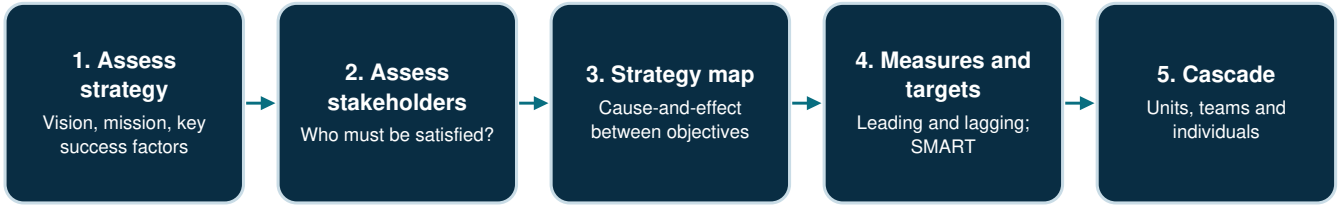
Investment decision



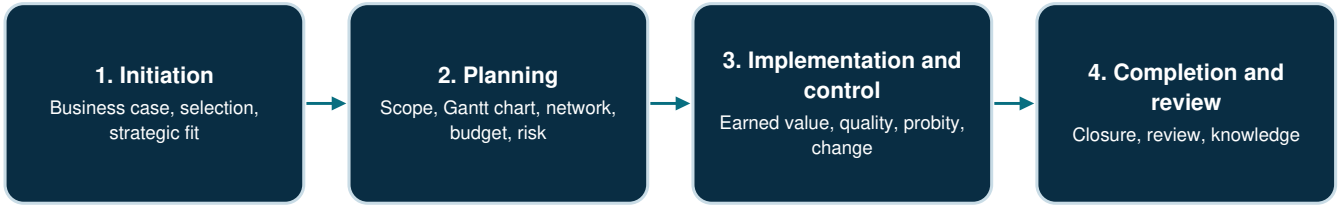
Variance analysis



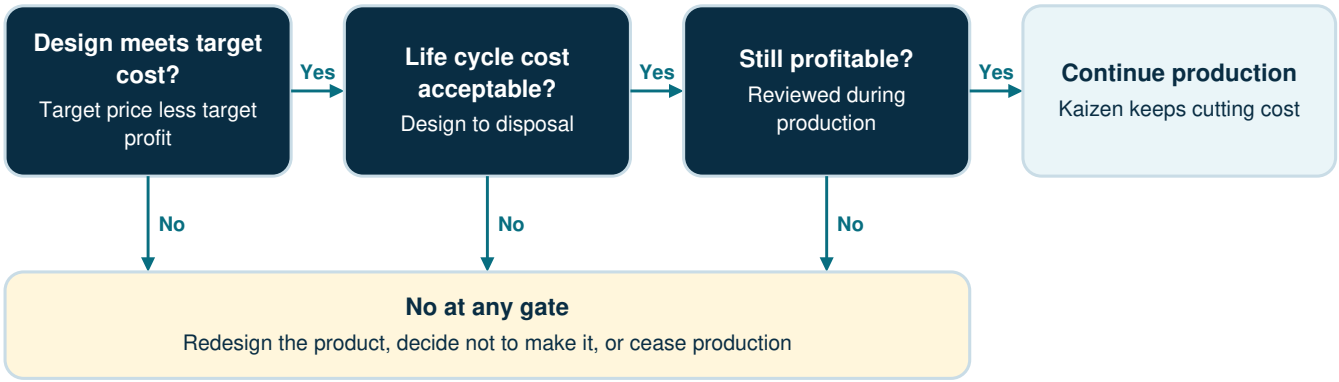
Designing a balanced scorecard



Project life cycle



Managing product cost across the life cycle



Customer profitability map

