FP&A™

Certified Corporate
Financial Planning &
Analysis Professional

Welcome to the FP&A Exam Part II: Financial Analysis and Business Support.

Prior to beginning this exam, you will have three minutes to complete a non-disclosure agreement. You must accept the terms of the non-disclosure agreement in order to continue with this examination.

Once you agree to the terms of the non-disclosure agreement, you will be provided with a tutorial, and you will have 20 minutes to complete the tutorial before beginning the examination.

At the end of the exam, you will have two minutes to complete a brief survey. These times will not count toward your actual testing time on the exam.

Select the **Next** button to continue.

Non-Disclosure Agreement and General Terms of Use

You have three minutes to complete this screen.

You must accept the terms stated below in order to continue with this examination.

If you do not accept these terms or if you have not responded within three minutes, the test will shut down and will be considered to have been delivered.

This exam in its entirety is the confidential material of the Association for Financial Professionals (AFP) and is protected by copyright and trade secret law. It is made available to you, the examinee, solely for the purpose of becoming a Certified Corporate Financial Planning & Analysis Professional. In sitting for this exam, you acknowledge and agree that you are expressly prohibited from disclosing, publishing, reproducing, or transmitting this exam, in whole or in part, in any form or by any means, verbal or written, electronic or mechanical, for any purpose, without the prior express written permission of AFP. Any breach of this agreement will result in your disqualification from the Certified Corporate Financial Planning & Analysis Professional program and may subject you to civil and/or criminal penalties.

Select "**I ACCEPT**" below and click on the **Next** button to symbolize your signature and acceptance of these terms.

Select "**I DO NOT ACCEPT**" below and click on the **Next** button if you do not accept these terms. (If you do not accept these terms, you will not be able to continue with the exam.)

◉ **I ACCEPT.**

○ **I DO NOT ACCEPT.**

Calculator

Flag for Review

Tutorial

The next screens will guide you through a tutorial explaining how to use the testing system to complete this examination. If you have a question about the testing system as you go through the tutorial, please raise your hand for assistance from the Test Administrator. (Please note, however, that the timer for your tutorial will NOT stop.)

The tutorial will explain the layout of the exam, as well as the types of items used in this examination and how to indicate your response to them.

At the end of the tutorial, you will be presented with practice items that allow you to experience the format of the item types used in this examination. Time spent on these practice items must be completed within the 20 minutes allotted for the tutorial.

You can move forward or backward between screens within the tutorial until your time expires or until you exit the tutorial.

Select the **Next** button to continue.

Help

Next →

Exam Timing

This exam is arranged as follows:

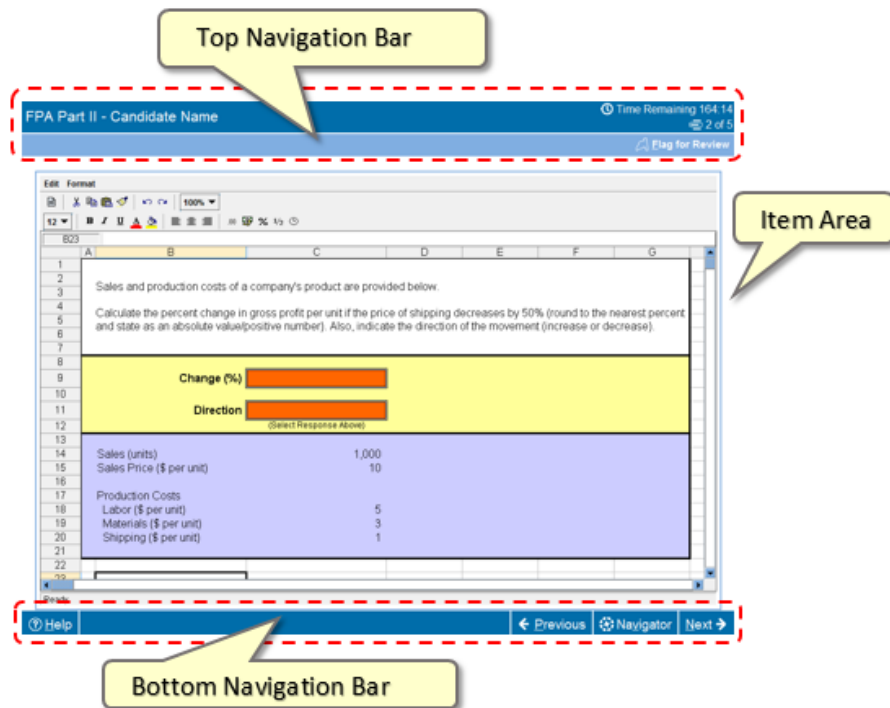| Section	Content	Time Allowed
Tutorial	25 screens, including practice items	20 minutes
Section 1	50 task-based simulations	2 hours and 45 minutes (165 minutes)
Section 2	10 case analysis problems, each with 3-4 steps	1 hour and 20 minutes (80 minutes)
Survey	7 survey questions	2 minutes

Each section is timed separately, and any unused time from one section may NOT be used on another section. If you run out of time on a section, the system will automatically start the next section.

Once you exit a section (or once the system automatically starts the next section), you will NOT be able to return to that section.

Select the **Next** button to continue.

🗔 **Calculator**   ◁ **Flag for Review**

Screen Layout

Examination screens contain three sections — a top navigation bar, the item area, and a bottom navigation bar.

Top Navigation Bar

FPA Part II - Candidate Name   🕐 Time Remaining 164:14
                                                                        🖨 2 of 5
                                                                   ◁ Flag for Review

Item Area

Edit Format

B23

	A	B	C	D	E	F	G
1							
2							
3		Sales and production costs of a company's product are provided below.					
4		Calculate the percent change in gross profit per unit if the price of shipping decreases by 50% (round to the nearest percent					
5		and state as an absolute value/positive number). Also, indicate the direction of the movement (increase or decrease).					
6							
7							
8							
9		Change (%)					
10							
11		Direction					
12		(Select Response Above)					
13							
14		Sales (units)	1,000				
15		Sales Price ($ per unit)	10				
16							
17		Production Costs					
18		Labor ($ per unit)	5				
19		Materials ($ per unit)	3				
20		Shipping ($ per unit)	1				
21							
22							

⑦ Help   ← Previous | ⚙ Navigator | Next →

Bottom Navigation Bar

Scrolling

Some exam items may not fit on the screen. For these items, a scroll bar will appear along the portion of the screen that can be scrolled. To view the rest of the item, either use the mouse to click and drag the scroll bar, or click on the arrows on either end of the scroll bar.

⑦ **Help**   ← **Previous**   **Next →**

🗐 **Calculator**

🏳 **Flag for Review**

19	Materials ($ per unit)	3
20	Shipping ($ per unit)	1
21		
22		

⑦ Help | ← Previous | ⚙ Navigator | Next →

Bottom Navigation Bar

Scrolling

Some exam items may not fit on the screen. For these items, a scroll bar will appear along the portion of the screen that can be scrolled. To view the rest of the item, either use the mouse to click and drag the scroll bar, or click on the arrows on either end of the scroll bar.

Using the Bottom Navigation Bar

Help, **Previous**, **Navigator**, and **Next** buttons will appear in the bottom navigation bar when their functions are available.

Next – Moves you one screen forward.
Previous – Moves you one screen backward.
Help – Opens the Help window, which provides the information from this tutorial (on the Exam Functionality tab), as well as information on some of the spreadsheet functions that are available during the exam (on the Spreadsheet Functions tab).
Navigator – Opens the Navigator window (described later in this tutorial).

Buttons and functions on the navigation bars can be selected by either:
– Clicking on the icon with the left mouse button, or
– Holding down the **ALT** key and pressing the letter on the keyboard that corresponds to the underlined letter on the button (for example, **ALT+N** for **Next**).

To close the Help or Navigator window, click on the "X" or the **Close** icon in the window.

Select the **Next** button to continue.

⑦ **Help**

← **Previous** | **Next** →

🖥 **Calculator**

🕊 **Flag for Review**

Time Remaining and Item Number

At any point in the exam, you can see how much time (minutes: seconds) you have remaining in the current exam section. The **Time Remaining** icon is located in the upper right portion of the top navigation bar.

🕐 Time Remaining 138:10
≣ 2 of 3
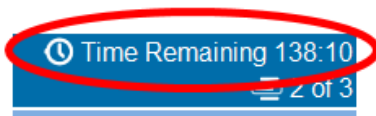
Just below the time remaining, you will see the current item (exam question) number and the total number of items in the current exam section. (For Section 2, the total number of items equals the total number of steps for all case analysis problems in Section 2.)

🕐 Time Remaining 138:10
≣ 2 of 3

You can minimize the time remaining and the item number reminders by clicking on the icons. Clicking on the icons a second time will restore the reminders. If you minimize these reminders, they will automatically reappear when you have five minutes remaining in the current exam section.

🕐
≣

Select the **Next** button to continue.

⑦ **Help**

← **Previous**   **Next** →

🖩 **Calculator**   🦅 **Flag for Review**

Section 1: Task-Based Simulations

Section 1 of this exam is made up of task-based simulations. Task-based simulations are items that require the manipulation of data to solve a problem similar to one that might be encountered by an FP&A professional on the job. They are presented in a spreadsheet format that contains four distinct areas:

Problem Statement – Provides information about the task to be performed and the nature of the answer(s) to be provided.

Answer Area – Provides one or more answer boxes in which final answers must be placed. Only answers in answer boxes will be scored. (Work in other parts of the spreadsheet will not be considered.) Answer boxes are shaded in orange and have a double-line border.

Data Table – Provides the data, if any, associated with the problem. The data table is shaded in gray.

Internal Work Area – Provides a work area (unshaded cells) in which calculations may be performed.

⑦ **Help**   ← **Previous**   **Next** →

🖩 **Calculator**

🦅 **Flag for Review**

Problem Statement – Provides information about the task to be performed and the nature of the answer(s) to be provided.

Answer Area – Provides one or more answer boxes in which final answers must be placed. Only answers in answer boxes will be scored. (Work in other parts of the spreadsheet will not be considered.) Answer boxes are shaded in orange and have a double-line border.

Data Table – Provides the data, if any, associated with the problem. The data table is shaded in gray.

Internal Work Area – Provides a work area (unshaded cells) in which calculations may be performed.

Your work in the task-based simulation spreadsheet is retained with the item when you navigate to another exam item.

Select the **Next** button to continue.

🖩 Calculator

Spreadsheet Tool: Functionality

The task-based simulations in Section 1 are presented within a spreadsheet tool. The spreadsheet tool is also used when data sets are provided in the case analysis problems in Section 2.

The spreadsheet tool works like many commercially available spreadsheets. A toolbar on the top border of the spreadsheet provides access to the available spreadsheet controls.
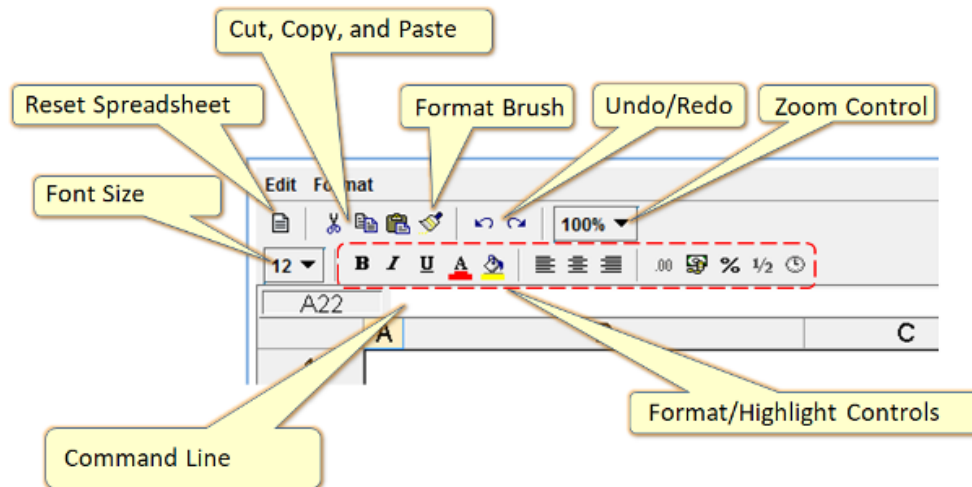
Reset Spreadsheet – Resets the spreadsheet to its original state.

Caution: None of the spreadsheet cells are locked. It is therefore possible to format, change, or delete the information in the problem statement, the answer area, or the data table (in task-based simulations) or in a data set (in case analysis problems). However, we strongly recommend that you avoid doing so.

If you inadvertently change this information, you may click on the **Reset Spreadsheet** icon in the upper left corner of the

Reset Spreadsheet – Resets the spreadsheet to its original state.

Caution: None of the spreadsheet cells are locked. It is therefore possible to format, change, or delete the information in the problem statement, the answer area, or the data table (in task-based simulations) or in a data set (in case analysis problems). However, we strongly recommend that you avoid doing so.

If you inadvertently change this information, you may click on the **Reset Spreadsheet** icon in the upper left corner of the spreadsheet to return to the original state. All work performed, answers provided, and format changes made in the spreadsheet will be lost when the **Reset Spreadsheet** icon is selected.

Cut, Copy, and Paste – Allows you to cut, copy, or paste any of the information in the spreadsheet. (If you copy from a cell with a formula, the **Paste** icon will copy the formula rather than the resulting value.)

Format Brush – Allows you to copy the format from one cell to another.

Undo/Redo – The **Undo** icon reverses the last entry or change made in the spreadsheet. The **Redo** icon replaces an entry or change that has been undone.
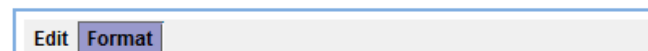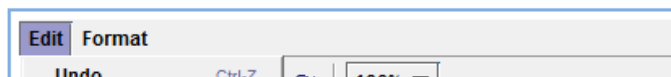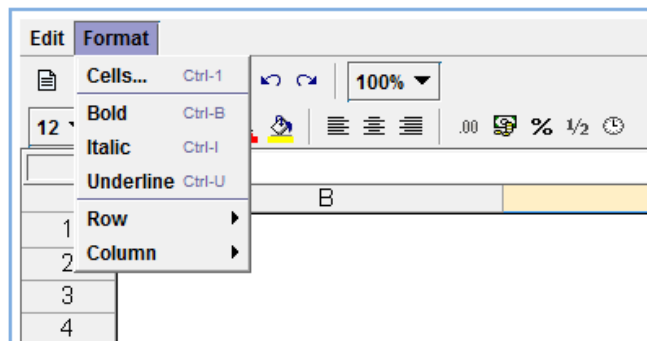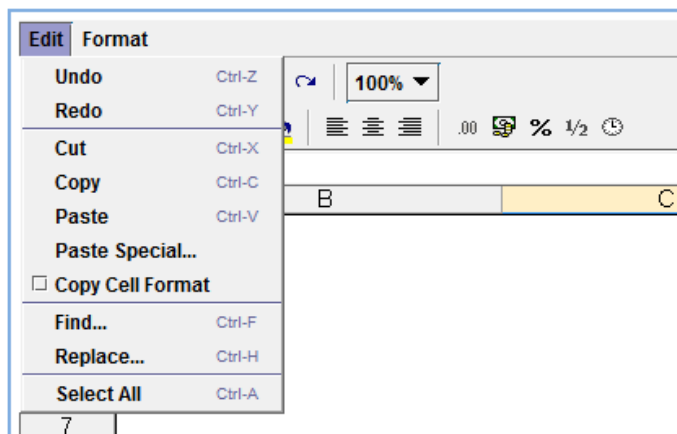
Zoom Control – Allows you to make the entire spreadsheet larger or smaller. Zoom can be set to 25%, 50%, 75%, 100%, or 200%.

Font Size – Allows you to set the font size in any cell. Sizes range from 8 to 72.

Command Line – Allows you to enter or edit data or commands in any cell in the spreadsheet.

Format/Highlight Controls – Allow you to modify the appearance of text or cells in the spreadsheet. (A description of the controls in this area is provided in the Exam Functionality tab in the Help window, which can be accessed by clicking on the **Help** button located at the left side of the bottom navigation bar.)

Further controls are available in drop-down lists that you can access by clicking on the **Edit** or **Format** buttons in the top left corner of the spreadsheet, as shown here:

Edit	Format
Undo	Ctrl-Z

Edit	Format

🖩 **Calculator**

🪶 **Flag for Review**

has been undone.

Zoom Control – Allows you to make the entire spreadsheet larger or smaller. Zoom can be set to 25%, 50%, 75%, 100%, or 200%.

Font Size – Allows you to set the font size in any cell. Sizes range from 8 to 72.

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Further controls are available in drop-down lists that you can access by clicking on the **Edit** or **Format** buttons in the top left corner of the spreadsheet, as shown here:

Edit	Format				
Undo	Ctrl-Z			100% ▼	
Redo	Ctrl-Y		≡ ≡ ≡	.00 🔣 % ½ 🕐	
Cut	Ctrl-X				
Copy	Ctrl-C	B			C
Paste	Ctrl-V				
Paste Special...					
☐ Copy Cell Format					
Find...	Ctrl-F				
Replace...	Ctrl-H				
Select All	Ctrl-A				
7					

Edit	Format				
	Cells...	Ctrl-1	↶ ↷	100% ▼	
	Bold	Ctrl-B		≡ ≡ ≡	.00 🔣 % ½ 🕐
12	*Italic*	Ctrl-I			
	Underline	Ctrl-U	B		
1	Row	▶			
2	Column	▶			
3					
4					

Select the **Next** button to continue.

❓ **Help**

← **Previous**   **Next** →

Calculator   Flag for Review

Spreadsheet Tool: Navigating

Several features are available to help you navigate within the spreadsheet tool:
- Vertical and horizontal scroll bars allow you to access all cells in the spreadsheet. Each spreadsheet has 26 columns and 75 rows available.
- You can use the arrow keys or the **Tab** key to move around in the spreadsheet.
- When you enter data in a cell and press the **Enter** key, the cursor will move to the cell in the next row below your entry.

Spreadsheet Tool: Resizing Columns and Rows

You can resize the column width or row height in the spreadsheet. To resize columns, click on the vertical line between the column headers (A,B,C, etc.), hold down the left mouse button, and drag the line to the desired column width. To resize rows, click on the horizontal line between the row headers (1,2,3, etc.), hold down the left mouse button, and drag the line to the desired row height.

You can also change the column width or row height by clicking on the **Format** button on the top of the spreadsheet and working with the **Column Width** or **Row Height** options in the drop-down list.

Select the **Next** button to continue.

🖥 **Calculator**

Spreadsheet Tool: Performing Calculations

There are two ways to enter a formula in a cell in the spreadsheet:

1) You can enter formulas directly into a cell by clicking on a cell and typing in the formula.

2) You can enter formulas using the command line. After clicking on a cell, click on the command line, type in a formula, and then press the **Enter** key on your keyboard to enter the formula from the command line into the active cell in the spreadsheet.

Spreadsheet Tool: Important Tips for Using Formulas/Functions

- All formulas and stand-alone cell references must start with an "=" sign.

- Your formulas can utilize standard mathmatical symbols as well as many of the built-in functions that are allowed in commercially available spreadsheets. However, there is no function/formula wizard or lookup associated with the command line, nor does the spreadsheet auto-complete functions or formulas as you begin typing them into a cell or into the command line.

- A searchable list of select spreadsheet functions and their related descriptions is provided in the Spreadsheet Functions tab in the Help window, which can be accessed by clicking on the **Help** button located at the left side of the bottom navigation bar. The list provides information on financial functions, statistical functions, and math and trigonometry functions.

- Your formula can include cell references, which can be typed in, selected by clicking on a cell, or selected as a block of cells. To select a block of cells, click on the first cell, hold down the left mouse button, and drag the mouse over the cells to be included in the block.

◢	A	B	C	D	E	F
1						
2						
3						
4			1			
5			2			
6			3			
7			4			

🖩 **Calculator**

✎ **Flag for Review**

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	A	B	C	D	E	F
1						
2						
3						
4			1			
5			2			
6			3			
7			4			
8			5			
9						
10			=sum(C4:C8)			
11						
12						
13						
14						

Select the **Next** button to continue.

⑦ **Help**

← **Previous**   **Next** →

🖩 **Calculator**

Spreadsheet Tool: Number Formatting

Throughout the exam, numbers are provided using a consistent format, as described below. The spreadsheets within the exam are set to use this consistent number format, rather than automatically using the local format for the country in which the exam is given.

You must provide your numeric responses to task-based simulation items using this numeric format as well.

Formatting for whole numbers:
– Use: "1,234,567" [comma separators].
– Do NOT use: "1.234.567" [period separators] or "1 234 567" [space separators].

Formatting for numbers with decimals:
– Use: "1.23" [period decimal].
– Do NOT use: "1,23" [comma decimal].

Formatting for currency:
– All currency is in dollars ($).
– The dollar symbol is NOT indicated in the same cell as the dollar amount but is provided within the row/column heading in a data table or in the field to the left of an answer box for a task-based simulation.

Spreadsheet Tool: Rounding

Numbers that are provided within the spreadsheet are already rounded to the appropriate number of decimal places necessary for them to be used in solving the problem.

The unshaded cells in the internal work area of the spreadsheet will display numbers rounded to as many decimal places as will fit in the cell (although they will retain the unrounded value for calculation purposes). To display more decimal places, you can increase the column width.

Select the **Next** button to continue.

⑦ **Help**

Section 1: Answer Boxes for Task-Based Simulations

Task-based simulations contain one or more answer boxes. All answer boxes must be completed correctly to achieve a correct response to the item. There is no partial credit.

There are two types of answer boxes that may appear in the answer area — numeric response answer boxes and drop-down answer boxes.

Change (%) ▭ **Numeric Response**

Direction ▭ **Drop-Down**
(Select Response Above)

Select the **Next** button to continue.

🗗 Calculator   🦅 Flag for Review
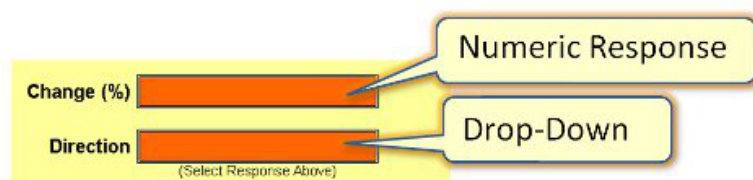
Section 1: Numeric Response Answer Boxes

You can enter your response in a numeric response answer box in one of several ways:
 - You can type in the actual numeric response.
 - You can enter a cell location (beginning with an "=" sign) that references a cell containing your numeric response.
 - You can enter a formula that calculates your numeric response.

The problem statement will indicate the rounding or value type required in the numeric response answer box. Examples include:
 – Round to the nearest dollar – example: ($) "5,420"
 – Round to the nearest percent – example: "15"% [enter the number "15"; do NOT enter the decimal "0.15"]
 – Round to the nearest penny – example: ($) "5.01"
 – Round to a certain number of decimal places – example of rounding to one decimal place: "50.1"
 – State as an absolute value/positive number – example: "5,420" [regardless of whether the calculated answer is + or - 5,420]

Numeric response answer boxes are formatted to display the answer as required in the problem statement.
 – If the problem statement requires that numbers be rounded to a certain number of decimal places, any numbers that are entered with more decimal places (or any formulas that result in more decimal places) will be automatically rounded.
 – Percent signs are automatically formatted within the answer box if the problem statement asks for a percentage.
 – Answer boxes for currency responses will indicate the dollar symbol outside and to the left of the answer box rather than within the answer box, as shown here:

($) [123,456.78   ]

Caution: Answers that are not formatted as required will be counted as incorrect.
 - Do NOT reformat the answer box or copy/paste your answer into the answer box (which could overwrite the existing answer formatting).
 - Insert only numbers in the answer box: do NOT enter percent signs, currency symbols, or text in the answer box.
 - Use appropriate number formatting, as discussed on the earlier "Spreadsheet Tool: Number Formatting" screen.
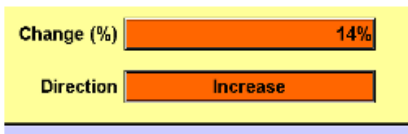

Select the **Next** button to continue.

📖 **Calculator**

Section 1: Drop-Down Answer Boxes

Drop-down answer boxes require you to choose one response from a list of answer choices.

Change (%)	
Direction	▾
	Decrease
	Increase

To select an answer, click in the drop-down answer box. A white box with a down arrow on the right side will appear over the orange answer box. Click on the down arrow to display the drop-down list. Select one answer choice from the list provided, and press the **Enter** key or click on another cell outside of the answer box to close the box. The selected text will appear in the answer box. Click on the answer box again to change your answer choice.

Change (%)	14%
Direction	Increase

Select the **Next** button to continue.

🗍 Calculator   🏳 **Flag for Review**

Section 1: Flagging Items for Review and Navigating between Items

In Section 1, you are able to mark task-based simulations to review later in that section, if time permits. To mark items (task-based simulations), click on the **Flag for Review** icon in the upper right corner of the screen. The flag symbol will change color to indicate that the item has been flagged, and the item will appear as flagged for review in the Review screen and in the Navigator window. Click on the icon a second time to remove the flag.

🕐 Time Remaining 87:39
⊜ 2 of 5

🏳 **Flag for Review**
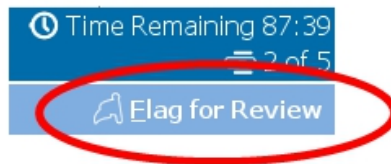
Within Section 1, you can move forward or backward between the items until your time expires or you exit that section. If at any point in Section 1 you want to see the status of the items in that section, click on the **Navigator** button in the bottom navigation bar to open the Navigator window.

← Previous   ⚙ Navigator   Next →

The Navigator window indicates which items you have seen, whether or not you have input an answer to each item, and which items you have flagged for review. It also indicates which items you have not yet seen. You can also navigate to an item by clicking on that item's question number on the Navigator window.

⚙ Navigator - click on a question to go to it		☒
Question # ▲	**Status**	**Flagged for Review**
Question 1	No Input	
Question 2	No Input	🏳
Question 3	Input	
Question 4	Unseen	

⑦ Help   ← Previous   Next →

📱 Calculator · 🦅 **Flag for Review**

The Navigator window indicates which items you have seen, whether or not you have input an answer to each item, and which items you have flagged for review. It also indicates which items you have not yet seen. You can also navigate to an item by clicking on that item's question number on the Navigator window.

⚙ Navigator - click on a question to go to it		☒
Question # ▲	Status	Flagged for Review
Question 1	No Input	
Question 2	No Input	🦅
Question 3	Input	
Question 4	Unseen	

3 Unseen/No Input

☒ Close

Item statuses are as follows:

Unseen – The item has not yet been displayed on the screen.

Input – The item has been displayed, and an answer has been provided in at least one answer box. Note that if you work on a task-based simulation but do not provide answers in all of the answer boxes, you should flag the item so that you can easily identify it for review.

No Input – The item has been displayed, but no answer has been provided in any answer box.

Select the **Next** button to continue.

ⓘ **Help**   ← **Previous**   **Next** →

📇 **Calculator**　　　　　　　　　　　　　　　　　　　　　　　🕊 **Flag for Review**

Section 1: Reviewing Items and Exiting Section 1

When you move past the last item in the task-based simulation section (Section 1), you will automatically see the Review screen. This screen shows you the status of every item in the section and gives you the opportunity to review items individually or based on their status — **Review All**, **Review No Input**, or **Review Flagged**.

You may review your items in Section 1 as long as you have time remaining for that section.

FPA Part II - Candidate Name　　　　　　　　　　🕐 Time Remaining 159:58

Review

⊟ Instructions

Below is a summary of your answers. You can review your questions in three (3) different ways.

The buttons in the lower right-hand corner correspond to these choices:

1. Review all of your questions and answers.
2. Review questions that are incomplete.
3. Review questions that are flagged for review. (Click the 'flag' icon to change the flag for review status.)

You may also click on a question number to link directly to its location in the exam.

⊟ FPA Part 2 - Section 1: TBS Section				(2 Unseen/No Input)
🕊 Part 2 - Section 1 Introduction		🕊 Question 1	Input	🕊 Question 2	No Input
🕊 Question 3	No Input	🕊 Question 4	Input	🕊 Question 5	Input

✦〕 End Review 　　　　　　　　 🔍 Review All　✖ Review No Input　🕊 Review Flagged

When you have completed reviewing the items in Section 1 and are ready to exit that section, click on the **End Review** button on the left side of the bottom navigation bar. Clicking on this button will end Section 1 and move you to Section 2. Do NOT click on the **End Review** button until you are completely finished with Section 1.

When you click on the **End Review** button, a confirmation box will appear to be certain that you wish to end your review and exit Section 1.

⑦ **Help**　　　　　　　　　　　　　　　　　　　　　　　　← **Previous**　**Next →**

🗍 **Calculator**   🦅 **Flag for Review**

2. Review questions that are incomplete.
3. Review questions that are flagged for review. (Click the 'flag' icon to change the flag for review status.)

You may also click on a question number to link directly to its location in the exam.

⊟ FPA Part 2 - Section 1: TBS Section				(2 Unseen/No Input)
🗍 Part 2 - Section 1 Introduction		🗍 Question 1	Input	🦅 Question 2	No Input
🗍 Question 3	No Input	🗍 Question 4	Input	🗍 Question 5	Input

| ⇥ End Review | | 🔍 Review All | ✖ Review No Input | 🦅 Review Flagged |

When you have completed reviewing the items in Section 1 and are ready to exit that section, click on the **End Review** button on the left side of the bottom navigation bar. Clicking on this button will end Section 1 and move you to Section 2. Do NOT click on the **End Review** button until you are completely finished with Section 1.

When you click on the **End Review** button, a confirmation box will appear to be certain that you wish to end your review and exit Section 1.

End Review	⊠
⚠ You have chosen to end the current review. If you click Yes, you will NOT be able to return. Are you sure you want to continue?	

<center>Yes   No</center>

Click **Yes** to end Section 1, or **No** to return to the Review screen for Section 1.

NOTE: Once you end Section 1, you will NOT be able to return to Section 1 or its Review screen.

Select the **Next** button to continue.

⊟ Calculator   🖊 Flag for Review

Section 2: Case Analysis Problems

Section 2 of this exam is made up of case analysis problems. Case analysis problems assess your ability to analyze situations that may be encountered by an FP&A professional and make appropriate judgments.

Each case analysis problem has three or four steps. In each step, information relevant to the case is provided on the left side of the screen, and a question appears on the right side of the screen along with several answer choices. For example, the following image shows the first step for a case analysis problem:

Additional information is added at each step in the case. The information from previous steps is also shown on the left side of the screen. For example, the following image shows the second step for the case analysis problem demonstrated above:

⑦ Help   ← Previous   Next →

Additional information is added at each step in the case. The information from previous steps is also shown on the left side of the screen. For example, the following image shows the second step for the case analysis problem demonstrated above:

Please note that the additional step information will always be added below the prior step information and therefore you may be required to scroll down in order to see the current step information. The system will not allow you to move to the next item until you have scrolled completely down to see all available information on the screen.

Select the **Next** button to continue.

🖩 **Calculator**

🏳 **Flag for Review**

Section 2: Responding to Case Analysis Problems

For each step in a case, you must indicate all the actions that should be taken or choices that should be made by an FP&A professional based on all of the information available at that point in the case. Select as many actions as are needed to appropriately respond to the situation presented, but only select actions that are necessary; do NOT select actions that are optional.

To select an action, click on the box to the left of the action, or click on the action itself. As an indication of your choice, the box to the left of the action you have chosen will be filled in with a checkmark. To remove your selection of an action, click on the box or action again, which will remove the checkmark.

You MUST select at least one action before you will be able to move to the next step. Only your recorded answer(s) will be used to score a case analysis item. Any work in the calculator or in a related data set will not be considered.

After you respond to a question in a case analysis problem and click NEXT, you WILL NOT be able to return to that question or any prior questions. The reason for this is that new information is provided in each step that could affect the decisions you made on the prior question. Therefore, there is NOT a Previous or Navigator button available on Section 2 items, and no Review screen is provided at the end of Section 2.

The information in the case DOES NOT change based on the actions you select in a step. For example, if you select an action that requires creation of a forecast, that forecast may or may not appear in the information presented at the next step in the case.

In case analysis problems, each step is scored independently of the previous or subsequent steps. For each step, points may be awarded or deducted based on your responses. For example, points may be added for selecting an appropriate action, and points may be deducted for selecting an inappropriate action.

Select the **Next** button to continue.

⑦ **Help**

← **Previous**   **Next** →

🗐 Calculator

Section 2: Data Sets and Exhibits

Some steps in case analysis problems may include one or more data sets (spreadsheets) or exhibits (charts, graphs, images, etc.) to be used in answering the question(s). In these instances, the data set or exhibit can be accessed by clicking on the **Data Set** or **Exhibit** button just below the step number.

The functionality of the spreadsheet tool in the data sets is the same as that of the spreadsheets provided in the task-based simulation portion of the exam (Section 1), except that the data sets do NOT contain answer boxes.

Any work you perform in the data set spreadsheet is retained in that data set when you close the data set window or navigate to the next item; you will therefore be able to access your work in that data set spreadsheet on subsequent items in the same case.

The data set/exhibit window can be moved by clicking and holding the left mouse button on the top blue bar of the window and dragging the window to the new location. The window can be resized by clicking and holding the left mouse button on the lower right or lower left corner of the window and dragging the corner to the desired size.

Click on the "X" or the **Close** button to close the data set/exhibit window.

To view an example of a data set, click on the **Data Set** button below:

Data Set 1

Select the **Next** button to continue.

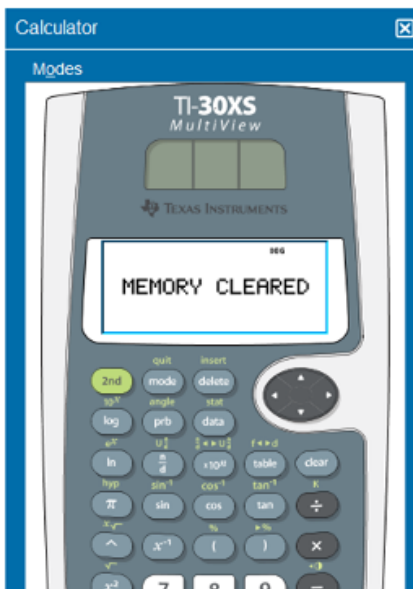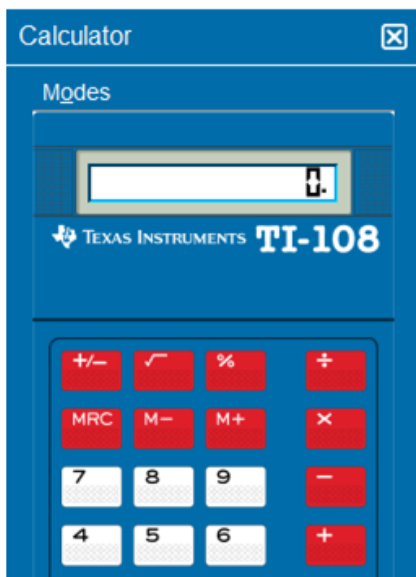📖 **Calculator**

Section 2: Using the Calculator

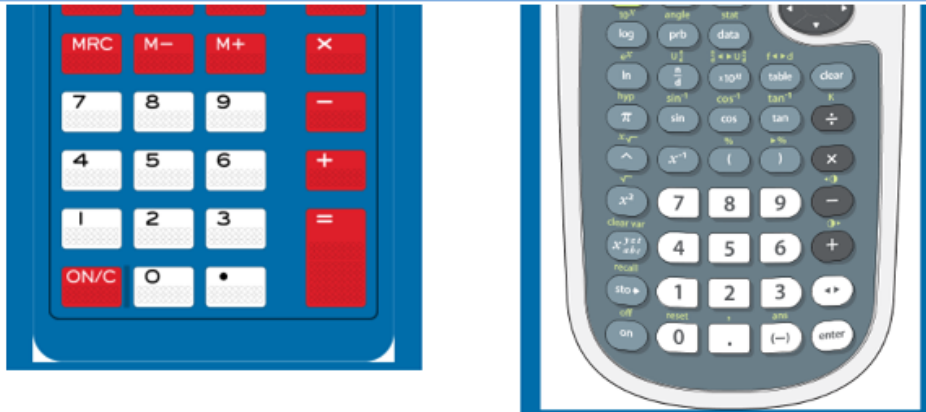A built-in calculator is available for your use in the case analysis problems in Section 2.

To open the calculator, click on the **Calculator** icon on the upper left side of the top navigation bar.

FPA Part II - Candidate Name

📖 **Calculator**

The calculator is available in two modes: (1) a standard four-function calculator and (2) a scientific calculator:

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Modes	

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🔋 TEXAS INSTRUMENTS **TI-108**

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4	5	6	+

Calculator ⊠

Modes

TI-30XS
MultiView

🔋 TEXAS INSTRUMENTS

MEMORY CLEARED

📖 Calculator

🏳 Flag for Review

Click on the **Modes** icon at the top left of the calculator window to change between the two calculator modes.

You can enter numbers in the calculator either by using your mouse to click on the numbers or functions on the calculator itself, or by using your mouse to click in the calculator and then typing in the numbers using your keyboard.

The calculator will retain your last work as you move between exam items unless you clear the calculator's memory or switch calculator modes (which will also clear the memory). To clear the calculator's memory:
- In the standard calculator, click on the "ON/C" button.
- In the scientific calculator, click on the "2nd" button, then click on the "reset" button (or "0" button), and then enter the number "2" for "Yes". The words "MEMORY CLEARED" will appear.

To move the calculator, click on the top border of the calculator window and hold down the left mouse button. Drag the window to the desired location.

Click on the "X" in the upper right corner of the window to close the calculator.

Select the **Next** button to continue.

⑦ Help

← Previous
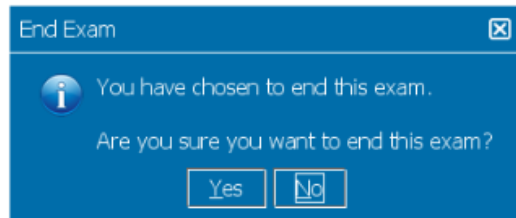
Next →

🖥 **Calculator**

Ending the Exam

Once you complete the last item in Section 2 and select the **Next** button for that item (or once your allowed time on Section 2 expires), you will exit Section 2. You will NOT see a Review screen, and you will NOT be able to return to Section 2 once you exit the last Section 2 item.

Upon exiting Section 2, you will be asked to complete a brief survey. At the end of the survey, an **End Exam** button will appear on the bottom navigation bar. Clicking on this button will end your examination. (Or you can select the **Previous** button to return to the survey questions, if time permits.)

⤓ **End Exam**

A confirmation box will appear to be certain that you wish to end this examination:

End Exam	⊠
ⓘ You have chosen to end this exam.	
Are you sure you want to end this exam?	
Yes No	

Click **Yes** to end the examination, or **No** to return to the survey questions (if time permits).

NOTE: Once you end the examination, you will NOT be able to return to the survey questions.

Select the **Next** button to continue.

⑦ **Help**

← **Previous**   **Next** →

Practice Items

The next screens display practice items: one task-based simulation, and one case analysis problem containing three steps.

These items allow you the opportunity to experience the testing system before beginning your exam. The practice items function like real items in the test except:
- The practice items do NOT count toward your score.
- The practice case analysis items allow you to move forward and backward between steps, which is not possible within the case analysis items in the actual exam.

Select the **Next** button to continue.

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	A	B	C	D	E	F	G
1							
2		Sales and production costs of a company's product are provided below.					
3							
4		Calculate the percent change in gross profit per unit if the price of shipping decreases by 50% (round to the nearest percent					
5		and state as an absolute value/positive number). Also, indicate the direction of the movement (increase or decrease).					
6							
7							
8							
9		**Change (%)**					
10							
11		**Direction**					
12		(Select Response Above)					
13							
14		Sales (units)	1,000				
15		Sales Price ($ per unit)	10				
16							
17		Production Costs					
18		Labor ($ per unit)	5				
19		Materials ($ per unit)	3				
20		Shipping ($ per unit)	1				
21							
22							
23							

Ready

❓ Help

← Previous   Next →

🖩 Calculator

Step 1

A company currently produces three lines of packaged convenience foods: (1) Best-value meals, (2) Fresh-market servings, and (3) Fine-quality foods. All ingredients are sourced from suppliers.

The company is preparing to launch a new super-premium product to extend its existing product portfolio. An FP&A professional has been tasked with coordinating the gross margin projection for the 12 months following the launch of the product.

Which action(s) should the FP&A professional take in preparing the gross margin projection?

☐ Consider the tax implications associated with the product launch.

☐ Gather the projected marketing costs for the product launch.

☐ Review the projections for the number of units to be sold.

☐ Gather selling price information.

☐ Determine the costs for raw materials.

☐ Review projections for the total number of units to be produced.

Select the **Next** button to continue. You will NOT be able to return to this step.

[While the practice case analysis items allow you to move forward and backward between steps, the case analysis items in the actual exam will ONLY allow you to move forward.]

🔒 **Calculator**

Step 1

A company currently produces three lines of packaged convenience foods: (1) Best-value meals, (2) Fresh-market servings, and (3) Fine-quality foods. All ingredients are sourced from suppliers.

The company is preparing to launch a new super-premium product to extend its existing product portfolio. An FP&A professional has been tasked with coordinating the gross margin projection for the 12 months following the launch of the product.

Step 2

Data Set 1

The gross margin projection for the product portfolio has been completed and approved by the board of directors (see Data Set 1).

Prior to the launch of the new product, however, adverse weather causes a severe shortage of a key ingredient that is used in all of the company's products. The procurement manager expects significant raw material price increases and notes that there is a risk suppliers may not be able to fulfill the quantity of raw materials the company has already ordered.

Senior management requests that the FP&A professional work with the product manager to recommend potential options to address the problems created by the material shortage that will affect the gross margin projection.

Which action(s) should the FP&A professional and product manager take to address senior management's request?

☐ Ask the food science department for raw material substitution options.

☐ Ask the marketing department for options to reduce the cost of launching the new product.

☐ Request that the sales department make market assessments of potential increases in the selling price.

☐ Ask the procurement department to explore sourcing from alternative vendors.

☐ Ask the human resources department to project the potential for headcount changes for the sales team.

☐ Request that the legal department assess the obligations of current suppliers regarding non-fulfillment of existing orders.

Select the **Next** button to continue. You will NOT be able to return to this step.

⑦ Help

← Previous   Next →

🖥 **Calculator**

Step 1

A company currently produces three lines of packaged convenience foods: (1) Best-value meals, (2) Fresh-market servings, and (3) Fine-quality

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Step 2

Data Set

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Which action(s) should the FP&A professional and product manager take to address senior management's request?

☐ Ask the food science department for raw material substitution options

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Data Set 1 ⊠

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B15

	A	B	C	D	E
1					
2		**Product Name**	**Units (#)**	**Sales ($)**	**Gross Margin (%)**
3		*Existing Product Lines*			
4		Best-value meals	1,300	2,600	28%
5		Fresh-market servings	250	850	45%
6		Fine-quality foods	150	750	65%
7		Total	1,700	4,200	38%
8					
9		*New Product Line*			
10		Super-premium product	80	800	90%
11					
12		Total including new product line	1,780	5,000	46%
13					
14					
15					

Ready

⊠ **Close**

❓ **Help**   ← **Previous**   **Next** →

⊟ Calculator

Step 1

A company currently produces three lines of packaged convenience foods: (1) Best-value meals, (2) Fresh-market servings, and (3) Fine-quality foods. All ingredients are sourced from suppliers.

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Senior management requests that the FP&A professional work with the product manager to recommend potential options to address the problems created by the material shortage that will affect the gross margin projection.

Which of the FP&A professional's discoveries would support the shift to a premium product strategy?

☐ Discovery 1

☐ Discovery 2

☐ Discovery 3

☐ Discovery 4

This concludes this case analysis problem. Select the **Next** button to continue. You will NOT be able to return to this problem.

⑦ Help   ← Previous   Next →

🖩 <u>C</u>alculator

with the product manager to recommend potential options to address the problems created by the material shortage that will affect the gross margin projection.

<div style="background:#9e2a2b;color:white;padding:4px;">Step 3</div>

The company receives an external report indicating that the key ingredient shortage will last for a considerably longer period than expected. This increases the risk that no supplier will be able to fill the raw material shortage. Because this raw material is an ingredient for the entire product range, this situation will have significant implications on the company's current strategy of growing market share.

The FP&A professional has also discovered the following information:

- Discovery 1: The key ingredient quantity per unit used in the super-premium product is three times the key ingredient quantity per unit used in the best-value meals.

- Discovery 2: Price increases for best-value meals will likely lead to consumers switching to a competitor's product.

- Discovery 3: The second-strongest competitor in the same product range is developing a premium product.

- Discovery 4: After receiving the external report, the company was able to contractually secure 32% of the key ingredient quantity required for the existing sales volume.

Senior management has asked the FP&A professional to analyze the effects of a potential shift from a strategy of growing market share to a premium product strategy.

Which of the FP&A professional's discoveries would support the shift to a premium product strategy?

☐ Discovery 1

☐ Discovery 2

☐ Discovery 3

☐ Discovery 4

This concludes this case analysis problem. Select the <u>**Next**</u> button to continue. You will NOT be able to return to this problem.

⑦ Help

← Previous   Next →

🗏 Calculator   🏳 **Flag for Review**

End Tutorial

This concludes the examination tutorial. You may continue to review the information in this tutorial until the time for the tutorial expires.

Select the **Previous** button to go back and review this tutorial.

Select the **Next** button to begin the examination. You will NOT be able to return to the tutorial once you begin the examination.

⬚ Calculator

🏁 Flag for Review

End Tutorial

This concludes the examination tutorial. You may continue to review the information in this tutorial until the time for the tutorial expires.

Select the **Previous** button to go back and review this tutorial.

Select the **Next** button to begin the examination. You will NOT be able to return to the tutorial once you begin the examination.

Ready to Begin Exam	☒

? If you are ready to begin the exam, select the Yes button. Otherwise, select the No button to return to the previous screen.

Yes   No

⑦ Help

← Previous   Next →