



Certified in Strategy  
and Competitive  
Analysis

# CSCA Handbook



Your Guide to  
Information and  
Requirements  
for the CSCA  
Certification.

# ***Welcome to the CSCA Program!***

Welcome to the Certified in Strategy and Competitive Analysis (CSCA®) program. You have taken a great step in broadening your knowledge base and advancing your career. The CSCA certification is designed to help you master the material that is required to earn a seat at an organization's strategy table. Senior finance leaders are increasingly being called upon to apply their analytical and business skills to more strategy-oriented organizational issues, enhancing the value that they provide to their organizations. They are forming business partner relationships with other functions to provide and analyze both financial and nonfinancial data to make better business decisions. The CFO team is being challenged to combine skills in strategy, operations, technology, and leadership, as well as accounting and finance, to become value creators, not just value stewards. Successful candidates will add a strategic perspective to their skill set and build the expertise needed to drive the strategic planning process.

If you have any questions, please contact us at:

(800) 638-4427 or + 1 (201) 573-9000

Fax: (201) 474-1606

Email: [IMA@imanet.org](mailto:IMA@imanet.org)

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By Institute of Certified Management Accountants

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## I. Introduction

The purpose of this handbook is to provide information on the requirements for the CSCA certification, including registration procedures, scheduling of examinations, and the examination process itself. Candidates should familiarize themselves with the information in this handbook. As the information is subject to change, we urge candidates to consult the online version of the handbook regularly.

### Criteria for Certification

1. Pass the CSCA exam
  2. Have either:
    - a. A bachelor's degree in any field from an accredited college or university AND two consecutive years of professional business experience (a listing of qualifying business experience can be found on page 4)
- OR
- b. An eligible accounting or finance certification (a listing of eligible certifications can be found [here](#))
  3. Comply with the *IMA Statement of Ethical Professional Practice*

### Educational/Certification Qualification

To become a certified CSCA, candidates must satisfy **one** of the following requirements and submit supporting documentation to ICMA:

1. Proof of eligible accounting or finance certification
  - a. A listing of eligible certifications can be found [here](#)
  - b. Verification: An official letter from an approved certifying organization confirming you are a qualified member should be emailed directly from the certifying organization to [CSCAqualification@imanet.org](mailto:CSCAqualification@imanet.org).
2. Proof of bachelor's degree from an accredited college or university
  - a. A partial listing of accredited international and U.S. institutions is available at: <http://univ.cc/world.php>. Degrees that are not accredited must be evaluated by an independent agency. A listing of these agencies can be found at [www.aice-eval.org](http://www.aice-eval.org) or [www.naces.org/members.php](http://www.naces.org/members.php).
  - b. If you cannot locate your college or university on the accredited listing, please contact us at [CSCAqualification@imanet.org](mailto:CSCAqualification@imanet.org).
  - c. Verification: All transcripts should be emailed directly from your college or university to [CSCAqualification@imanet.org](mailto:CSCAqualification@imanet.org).

CSCA candidates must submit all required documents, translated in English and in a PDF format, to [CSCAqualification@imanet.org](mailto:CSCAqualification@imanet.org). In the event we require the original, you will be contacted by ICMA directly.

### Experience Qualification

Candidates submitting a bachelor's degree for their qualification must also complete at least two consecutive years of professional business experience. This requirement may be completed prior to or within two years of passing the examination.

To validate their work experience, these candidates must complete an online [Confirmation of CSCA Work Experience Requirement form](#). *Important note: Candidates who have earned a qualifying accounting or finance certification do not need to validate their work experience/complete this form.*

**Job Titles:**

- Accountant
- Actuary
- Auditor
- Brand strategist
- Budget analyst
- Business analyst
- Business development analyst
- Business development manager
- Comptroller
- Controller
- Corporate strategist
- Digital account strategist
- Engineer (civil, system, structural, industrial, software, mechanical, electrical, electronic, architecture, automotive, manufacturing)
- Factory Manager
- Financial analyst
- Financial professional
- Human Resource (HR) professional (HR coordinator, HR specialist, HR generalist, HR assistant, HR manager, HR director, Employee relations manager)
- User-experience professional (UX)
- Information Technology (IT) professional
- Intelligence professionals
- Inventory Manager
- Investment analyst/banker
- Marketing consultant
- Marketing manager
- Marketing strategist
- Military officers
- Office Manager
- Operations Manager
- Planning analyst
- Plant Manager
- Product strategist
- Project analyst
- Project management coordinator
- Project manager
- Quality assurance manager
- Strategy analyst
- Supply Chain Manager
- Treasurer
- Warehouse Manager

## II. CSCA Examination

The CSCA exam consists of 60 multiple-choice questions and one case study. Candidates will have three hours to complete the exam.

Candidates will not receive immediate pass/fail results because the case study response is graded offline. This is a time-consuming and labor-intensive process. To assure consistency, accuracy, and fairness, all responses are graded during the same time period. Reviewers check the grading throughout the grading process. Once grading is completed, there is an additional review of candidate responses for those on the borderline of passing. Exam results will be emailed and posted to each candidate's online profile approximately eight weeks from the end of the month in which the exam was taken.

Candidates who fail to sit for the exam will need to pay the required fees to take a subsequent exam. Candidates who take the exam and do not achieve a passing score are eligible to purchase the CSCA Retake Exam option.

### Scaled Score

All scores on the CSCA exam are expressed as scaled scores, ranging from 0 to 400, with the passing score set at 280. The raw score on the test, attributable to the number of items answered correctly, is transformed to this scaled score for the purpose of maintaining uniformity and consistency in the way scores are earned and reported, regardless of which test form a candidate may take.

### Performance Reports

On behalf of the Institute of Certified Management Accountants (ICMA®), Prometric emails performance reports to candidates who have not passed the exam. Performance reports are emailed approximately two weeks after exam results are posted to the candidate's profile. Performance reports show the candidate's performance as satisfactory, marginal, or unsatisfactory for each of the key topic areas from the multiple-choice section of the exam as well as the overall performance on the case study section of the exam.

## CSCA Summary Content Specification Outline

- A. Strategic Analysis (25% - Levels A, B, and C)
  - 1. The strategic planning process
  - 2. Environmental scan and competitive analysis
  - 3. Internal analysis
- B. Creating Competitive Advantage (40% - Levels A, B, and C)
  - 1. What is competitive advantage?
  - 2. Strategy in a global context
  - 3. Business level strategies
  - 4. Corporate level strategies
  - 5. Functional level strategies
  - 6. Sustaining competitive advantage
- C. Strategy Implementation and Performance Evaluation (35% - Levels A, B, and C)
  - 1. Analyzing strategic alternatives
  - 2. Risk management
  - 3. Strategy implementation
  - 4. Strategy measurement and organizational performance
  - 5. Governance, social responsibility, and ethics

## **III. Examination Administration**

The CSCA examination is administered in a computer-based format and is offered in-person at Prometric Testing Centers located throughout the world. An up-to-date listing of all Prometric Testing Centers can be found at Prometric's website, [www.prometric.com/ICMA](http://www.prometric.com/ICMA).

The exam is offered during the months of March and September. Registration closes on March 22 and September 22, respectively.

Register for the exam online or by calling (800) 638-4427 or +1 (201) 573-9000 with your credit card information.

Please note: You cannot take the exam more than once during a testing window.

### Scheduling an Appointment for the Exam

Once candidates have received authorization from ICMA, it is their responsibility to schedule an appointment. Log onto [www.prometric.com/ICMA](http://www.prometric.com/ICMA) to schedule, confirm, reschedule, or cancel your appointment 24 hours a day, 7 days a week. Candidates will be given a confirmation number at the time an appointment is scheduled.

ICMA is not responsible if candidates delay scheduling and there are no appointments available within their authorization period.

If a candidate does not schedule an appointment or does not appear for a scheduled appointment in the selected testing window, the exam fee will be forfeited.

## Refunds, Canceling, Rescheduling, or Transferring

We understand that circumstances can change. Please read this policy carefully to understand your options and any applicable fees when managing your exam appointment with Prometric and ICMA.

A CSCA Exam Registration is refundable within 30 days from the date of exam purchase if no appointment has been set with Prometric. A processing fee will be deducted from the refund. After 30 days, fees are nonrefundable.

Cancelling your appointment with Prometric does not generate a refund or an automatic approved test window change. It only allows you to have the possibility to reschedule the appointment for a different date in the **same** testing window.

If you cancel your appointment with Prometric in less than five (5) days of your appointment, you will forfeit your exam fees with ICMA, and you will need to purchase a new exam registration. If you cancel your exam within 5 to 45 days of the scheduled appointment date, Prometric will charge a cancellation fee. This fee cannot be waived.

If you wish to **transfer** your exam appointment to the **next testing window**, you will be charged a fee by ICMA. The request must be submitted to <https://www.imanet.org/about-ima/exam-switch-form> **no later than five days** before the scheduled appointment. This fee cannot be waived.

If you have a scheduled exam appointment, the appointment **must be canceled** before the transfer request can be processed. If your appointment is not canceled in time, we cannot switch your registration.

To cancel or reschedule your appointment online, please have your confirmation number ready and visit [www.prometric.com/ICMA](http://www.prometric.com/ICMA). If you do not comply with the cancellation policy, you will be considered a “no show” and you will need to reregister with ICMA and repay the examination fee.

Prometric Rescheduling and Cancellation Policy		
When You Cancel/Reschedule	What Happens	Fee
46 or more days before the appointment	Rescheduling/cancellation permitted	No fee
5 to 45 days before the appointment	Rescheduling/cancellation permitted	\$70 Prometric fee (non-waivable)
Less than 5 days before the appointment or Fails to appear for the scheduled test or Arrives 30 or more minutes after the start of the scheduled test start time and is refused admission	Rescheduling/cancellation <b>not permitted</b>	Full exam fee forfeited

## The Day of the Exam

### **Prometric Testing Center**

- Arrive at the Prometric Testing Center 30 minutes before the time of the appointment. If a candidate is more than 15 minutes late for a scheduled appointment, he/she will lose the exam appointment and be required to reregister at full cost.
- The candidate will be required to sign the Prometric log book and provide a fingerprint.
- Bring valid forms of identification.
- Bring an approved calculator.

Candidates may be scanned prior to each entry into the testing room to ensure that they do not have any prohibited electronic devices. If a candidate declines to be scanned, the test center administrator will be required to submit a report to Prometric and ICMA.

Please check [www.prometric.com/ICMA](http://www.prometric.com/ICMA) for additional security requirements and policies.

## Identification Requirements

A candidate must present proof of their identity to be permitted to take the CMA Exams. The name on your ID(s) must match **exactly** with the name on your authorization letter. Any changes must be made at least a week (7 days) prior to your first scheduled appointment.

Please note that your name will be displayed on your CMA certificate as it appears on your IMA Profile. **No changes** can be made to your name once you have completed the exams.

Below is a list of acceptable identification. You must present one primary ID **or** two secondary IDs to be permitted to take the exams.

All identification must be original. Photocopies and/or electronic downloads are **not** acceptable.

**PRIMARY** (one form of ID needed) – **Must be original, unexpired, include photograph and signature.**

Passport  
U.S. Passport Card  
Government issued National Country ID  
EU Identity Card  
Government issued driver's license

**OR**

**SECONDARY** (two forms of ID needed) - original and unexpired – one with a photograph, and one with your signature

Military ID Card  
PAN Card (India)  
Aadhar Card (India)  
Voter ID (India)  
Postal ID (Philippines)  
Bank ATM, debit, or credit card with signature

Photo must look like the candidate. Signature on ID must match the Daily Test Taker Roster.

**Note:** You will not be permitted into the examination without proper identification. If you are not granted access to the exam, you will be required to register again for the exam and pay the full fee. Without the above listed identification, you will not be able to test.

## Calculator Policy

Small battery- or solar-powered electronic calculators restricted to a maximum of six functions (i.e., addition, subtraction, multiplication, division, square root, and percentage) are allowed. The calculator must not be programmable and must not use any type of tape. Candidates can also use the Texas Instruments BA II Plus, HP 12c, HP 12c Platinum, or HP 10BII calculators when taking the exam. Candidates will not be allowed to use calculators that do not comply with these restrictions, and only one calculator will be permitted per candidate. Please note it is up to Prometric to make the final determination to accept a calculator.

If for any reason the candidate's calculator is not allowed at the testing center, test site personnel can provide a calculator to the candidate, or the candidate can use the calculator application within the exam software.

## Examinee Conduct

All candidates must agree not to disclose the contents of examinations nor to remove examination materials from the testing room.

Cheating will not be tolerated, and all instances of suspected cheating will be fully investigated. Examinees who are caught cheating will have their grades invalidated and will be disqualified from future examinations. In addition, cheating is a violation of the IMA Statement of Ethical Professional Practice.

Cheating includes, but is not limited to, the following:

- Copying answers from another candidate during the exam.
- Helping another candidate during the exam.
- Removing exam materials from the testing room.
- Sharing questions that appeared on the exam.
- Bringing or using unauthorized materials into the testing environment, including study guides, written notes, published resources, or any other form of test aids, whether physical or digital.
- Taking photographs of exam questions during the test session.
- Memorizing exam content and later disclosing it to any individual or organization, including test preparation companies or other examinees.

The ICMA Board of Regents will make a final determination as to expulsion from the certification program.

Cheating will be considered a violation of the [IMA Statement of Ethical Professional Practice](#) and will result in revocation of all ICMA certifications and expulsion from IMA.

### Candidate Confidentiality

ICMA makes every effort to maintain candidate confidentiality. Individual score information is not released to third parties without written authorization from the candidate. Prior to certification, the names of all program candidates are kept strictly confidential.

### ADA Compliance

ICMA and Prometric test centers are fully compliant with the Americans with Disabilities Act (ADA). Applicants planning to take the examination who have special needs as covered by the ADA should notify ICMA at least two months before they plan to take the exam and prior to scheduling an exam appointment. Applicants are reminded that modifications, accommodations, auxiliary aids, and/or services (“accommodations”) can only be offered if they do not fundamentally alter the measurement of the skills or knowledge the examination is intended to test.

### Examination Awards

Candidates for the CSCA are eligible for examination awards based on the total score achieved on the exam. To qualify for an award, a candidate must pass the exam on the first attempt. The candidates with the three highest exam scores during each testing window will receive awards.

## **IV. Responsibilities of a CSCA Professional**

In order to maintain the CSCA certification, one must fulfill all of the following obligations:

1. Non-CMA members must pay an annual fee of \$49.
2. Complete 30 hours of relevant continuing professional education (CPE) annually, of which two hours must be in the area of ethics
  - a. The same CPE hours can be utilized to fulfill requirements for the CMA, CFM, or other qualifying certification (i.e., no additional CPE is required to maintain CSCA certification so long as at least 30 hours of CPE, including at least two hours of ethics, is completed each year for the qualifying accounting or finance certification)
  - b. Specific CPE in topics related to strategy is not required but is strongly encouraged
3. Comply with the IMA Statement of Ethical Professional Practice

## V. Resources

There are a variety of resources to help candidates prepare for the exam. In addition to the Content Specification Outline (CSO) and detailed Learning Outcome Statements (LOS), there are a reading list and a resource guide that direct candidates to publications containing in-depth information on specific content areas. Also, IMA offers for purchase the IMA Strategy and Competitive Analysis Learning Series®, an online strategy course that can help you prepare for the exam. Preparation plans should be individualized based on the candidate's education, experience, preferred learning style, and writing skills. Candidates should determine the appropriate mix of available resources that will best help them master the body of knowledge described in the CSO and LOS.

### CSCA Exam Support Package

The CSCA Exam Support Package includes practice questions, answer keys, case studies, and sample case responses. After you have made payment for entry into the CSCA program you will be able to access the Exam Support Package. It can be found at **myIMA** by logging into your profile and clicking on the link to the **CSCA Exam Support Package**.

### IMA Strategy and Competitive Analysis Learning Series®

The Learning Series is a set of engaging, online self-study courses, a practice question bank, and reference resources. It is aligned with the CSCA Content Specification Outline and Learning Outcome Statements. The Learning Series is designed to provide an overview of strategy and competitive analysis and help improve strategic partnering skills. Each course is fully narrated and features interactive exercises, knowledge check questions, a final assessment, and best practice resources. NASBA CPE credits are awarded upon successful completion of each course. The practice question bank includes sample practice questions and case studies to help reinforce the material covered in the courses. To get the most out of the learning series and to earn NASBA CPE, you must obtain the book *HBR's 10 Must Reads on Strategy* before you begin.