GLOBAL BUSINESS SERVICES QUALIFICATION

Executive Summary
Introduction

Global Business Services as an industry has grown enormously over the last 15 years and diversified into new functional areas, new markets and is now developing into centres of excellence for the world’s leading businesses. Recognising that what underpins successful and sustainable growth for the industry is the right training and development for employees, CIMA and The Hackett Group have worked with world-class practitioners to produce a new, globally consistent qualification which will provide a talent and skills benchmark for both providers and clients. The Global Business Services Qualification is the first professional qualification certified by a global professional body for people in business working in global business services and outsourcing functions.

The development process

- We listened to employers needs.
- Marketplace assessment found limited SSC focused solutions.
- An employer panel developed and refined the qualification.
- Academics verified the content.
- Telephone interviews with a wider range of employers.
- Pilot tests with groups of end users.
- Refinements by publishers.
Who could benefit from studying this qualification?

AIMED AT PEOPLE THAT YOU WANT TO INVEST IN, DEVELOP AND RETAIN.

The typical audience varies according to maturity of service centre.

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What does the syllabus cover?

Assessments are designed to test deep knowledge of each topic area and go beyond desk instructions.

<table>
<thead>
<tr>
<th>Generic GBS controls, tools &amp; techniques</th>
<th>Understanding global business services in the context of globalisation, different operating models and the services mix.</th>
<th>10%</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>Understanding governance structures and operating models. Costing and pricing of services. Change issues. Data ownership and risk.</td>
<td>10%</td>
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<tr>
<td>C</td>
<td>End-to-end process mapping and efficiency. Standardisation. Stakeholders and service management. Qualitative service considerations and other customer measures.</td>
<td>15%</td>
</tr>
<tr>
<td>D</td>
<td>Tools applied in global business services including SLAs, KPIs, project management, continuous improvement, defect management, Six Sigma and benchmarking.</td>
<td>15%</td>
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<tr>
<td>Service specifics</td>
<td>Understanding the full range of end-to-end finance processes. Providing decision support and traditional finance operations.</td>
<td>20%</td>
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<tr>
<td>E</td>
<td>Planning, analysing and reporting workforce metrics. Process compliance and control. Supporting a range of HR activities including recruitment, payroll and benefits processes. L&amp;D support.</td>
<td>10%</td>
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<tr>
<td>F</td>
<td>Approaches used to manage hardware, software and information systems. Management of IT planning, projects and ongoing IT operations.</td>
<td>10%</td>
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<tr>
<td>G</td>
<td>Understanding supply chain fundamentals including sourcing, category and contract management. Compliance and disputes. Stakeholder management.</td>
<td>10%</td>
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The learning experience

Course text books.

Flexible online learning. 24/7 availability. Access anywhere.

Self-guided pace. Fits around business cycles and projects.

Up to 100 hours study time.

Computer based objective test exams at over 5,500 worldwide centres.

Individual certificates issued after completion.

Designed for the maximum flexibility in terms of learning style and pace whilst maintaining the assessment rigour of a best practice qualification.
How will my organisation and employees benefit?

**BENEFITS TO THE EMPLOYER**

- Build a core foundation of knowledge and skills around key best practices, performance metrics, stakeholder management, and control frameworks, in use at leading multi-functional global business services organisation.
- Create a more dynamic and fungible workforce able to shift between Finance, HR, IT, and Procurement process execution teams.
- Better engage and retain your best talent to keep your GBS organisation positioned for growth.
- Increase your organisation’s agility to respond effectively to change.
- Delight your customers, through a deeper understanding of their needs, and enable higher satisfaction rates.

**BENEFITS TO THE EMPLOYEE**

- Acquire a professional, globally recognised qualification.
- Develop enhanced skills, knowledge and capabilities.
- Develop a broader understanding of customer and business issues.
- Apply this learning in current and future roles.
- Gain recognition from colleagues and management.
What’s included?

Your employees will each receive:

- A study text.
- Access to an e-learning module.
- Entry to an exam at one of Pearson VUE’s 5,500 secure exam centres.
- A printed certificate (once qualified).

There will be a centralised registration process and controls to make this easy to implement and administer.

The fully inclusive price per candidate is £300.
About CIMA and The Hackett Group

CIMA (Chartered Institute of Management Accountants), founded in 1919, is the world’s leading and largest professional body of management accountants, with over 218,000 members and students operating in 177 countries, working at the heart of business. CIMA works closely with employers and sponsors leading-edge research, constantly updating its qualification, professional experience requirements and continuing professional development to ensure it remains the employers’ choice when recruiting financially-trained business leaders.

The Hackett Group is an intellectual property-based strategic consultancy recognized as the leading enterprise benchmarking and best practices implementation firm to Global 2000 companies. Services include business transformation, enterprise performance management, working capital management, and global business services. The Hackett Group also provides dedicated expertise in business strategy, operations, finance, human capital management, strategic sourcing, procurement and information technology, including its award-winning Oracle and SAP practices.