CIMA Professional Qualification
E1 Syllabus Overview

Created by: Global CGMA University and Academic Center of Excellence
What is the Center of Excellence (COE) about?

We attract, inspire and engage the next generation of CIMA members and CGMAs by increasing awareness among academics and university students through identification of best practices, training, resources and communications, working in partnership with the regions.
Summary of the Enterprise pillar - 2019 syllabus

**E3: Strategic Management**
- A: The strategy process
- B: Analysing the organisational ecosystem
- C: Generating strategic options
- D: Making strategic choices
- E: Strategic control
- F: Digital strategy

**E2: Managing Performance**
- A: Business models and value creation
- B: Managing people performance
- C: Managing projects

**E1: Managing Finance in a Digital World**
- A: Role of the finance function
- B: Technology in a digital world
- C: Data and information in a digital world
- D: Shape and structure of the finance function
- E: Finance interacting with the organisation

**What is this pillar about?**
- Articulate a vision in a digital world
- How do we articulate the role of the finance function in a digital world?
- How do we manage performance through people and projects?
- How do we develop and manage strategy?

Download Syllabus Here
E1 Managing Finance in a Digital World
What changed in E1?

2015 syllabus
E1: Organisational Management
A. Introduction to organisations
B. Managing the finance function
C. Managing technology and information
D. Operations management
E. Marketing
F. Managing human resources

2019 syllabus
E1: Managing Finance in a Digital World
A. Role of the finance function
B. Technology in a digital world
C. Data and information in a digital world
D. Shape and structure of the finance function
E. Finance interacting with the organisation

New:
- Role of the finance function
- Technology in a digital world
- Data and information in a digital world
- Shape and structure of the finance function
- Finance interacting with the organisation
The competency framework reflects our findings on how finance professionals are expected to apply accounting and finance skills within the context of the business/organisations in which they operate. It also reflects for the first time how technology and a digital mindset will be required to affect and influence their own decisions, actions and behaviours and those of their colleagues within the wider organisation.
E1: Structure and outline

**ROLE OF FINANCE** in the organisation and the activities it performs to fulfil its role

- **Exam weighting: 20%**

**STRUCTURE AND SHAPE** of the finance function linked to the roles

- **Exam weighting: 20%**

**DATA** usage by the finance function

- **Exam weighting: 20%**

The **TECHNOLOGY** landscape and its impact on organisations and the finance function

- **Exam weighting: 20%**

How the finance function **INTERACTS** with the organisation to create and preserve value

- **Exam weighting: 20%**
Exam blueprint
The E1 exam blueprint

• For the first time, under the updated 2019 CIMA Professional Qualification, CIMA is publishing examination blueprints based on the syllabus which set out in detail what is examinable in each of the nine Objective Tests and three Case Study examinations. The Blueprints will be published annually, and provide information about the format, structure and weightings of the assessments.

• The blueprints will only be applicable to exams scheduled under the 2019 Professional Qualification.
Key features of the blueprints

• Updated annually
• 3 documents, one per level
• 4 sections
  • Overview
  • Case study exam business simulation
  • Objective test representative tasks
  • Appendices (formulas etc.)

Download Exam Blueprint Here
E1 exam dates

Scheduling of E1 exam under the 2019 PQ will open

E1 exams under the updated Professional Qualification will commence

1 Aug 2019

4 Nov 2019

Link To Timeline
Exam overview

Skill level
Remembering
Understanding

Exam content
weighting
5 major topics
20% weighting each

Exam format
Objective test
On-demand
Computerised
60 questions
90 minutes

CIMA will publish updated objective test pass rates every quarter following the release of pass rates for case study exams.

View Pass Rates
Examination purpose

• The Objective Tests assure that learners have acquired the fundamental knowledge, skills and techniques for the role that will be simulated in the culminating Case Study Examination.

• The Objective Tests will cover all areas of the syllabus and will ensure that learning has taken place across the breadth of the syllabus.

• The Objective Tests are weighted towards remembering and understanding and application with some analysis and evaluation in highly structured scenarios.
“I can” statements

• In the exam blueprint, you will find representative task statements.

• Each statement is a plain English description of what a CIMA finance professional should know and be able to do i.e. “I can….”.

• The content and skill level determine the language and verbs used in the representative task.

• CIMA will test up to the level of the task statement in the objective test (an objective test question on a particular topic could be set at a lower level than the task statement in the blueprint).

• The task statements in the blueprint are representative and are not intended to be (nor should they be viewed as) an all-inclusive list of tasks that may be tested on the Examination. It also should be noted that the number of tasks associated with a particular content group or topic is not indicative of the extent such content group, topic or related skill level will be assessed on the test.
## A snapshot of the E1 exam blueprint

<table>
<thead>
<tr>
<th>E1A: Role of the Finance Function</th>
<th>Skill level</th>
<th>Representative task statement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lead outcome</strong></td>
<td><strong>Component outcome</strong></td>
<td><strong>Remembering and understanding</strong></td>
</tr>
<tr>
<td>1. The roles of the finance function in organisations</td>
<td>a. Enables organisations to create and preserve value</td>
<td>✔</td>
</tr>
</tbody>
</table>

The slides below will list some of these representative task statement.
Topic A - Role of the finance function

E1 Managing finance in a digital world
Summary

- This section examines the roles that finance plays in organisations and why.

- It describes in detail the activities that finance professionals perform to fulfil these roles.

- Consequently it is the foundation of the whole qualification and answers the question:

  “what do finance professionals do and why?”

- It provides links with other sections of the module and what is covered in other modules of the operational level.
# Details of E1 topic A – Role of the finance function

<table>
<thead>
<tr>
<th>Lead outcome</th>
<th>Component outcome</th>
<th>Topics to be covered</th>
<th>Explanatory notes</th>
</tr>
</thead>
</table>
| 1. Explain the roles of the finance function in organisations | Explain how the finance function:  
   a. enables organisations to create and preserve value  
   b. shapes how organisations create and preserve value  
   c. narrates how organisations create and preserve value | • The fast changing and unpredictable contexts in which organisations operate  
• Enabling value creation through planning, forecasting and resource allocation  
• Shaping value creation through performance management and control  
• Narrating the value creation story through corporate reporting  
• The role of ethics in the role of the finance function | Describe the increasingly disruptive contexts in which organisations and their finance teams operate and how these contexts shape the role of finance. Take each role and show how finance performs it in a typical organisational setting. The coverage should be introductory and brief. It is meant to set the scene for subsequent sections and draw a link between the roles and the topics that will be covered in other modules of the operational level |

| 2. Describe the activities that finance professionals perform to fulfil the roles | Describe how the finance function:  
   a. collates data to prepare information about organisations  
   b. provides insight to users by analysing information  
   c. communicates insight to influence users  
   d. supports the implementation of decisions to achieve the desired impact  
   e. connects the different activities connect to each other | • How data is collected, cleaned and connected by finance  
• Types of analysis to produce insights.  
• How finance communicates to influence key stakeholders (audiences, frequency, format etc)  
• How finance uses resource allocation and performance management to enable organisations achieve their objectives  
• Potential impact of technology | Use “information to impact” framework to describe the primary activities finance professionals perform. Relate it to how data is generated, transformed and used. Link it to how technology could be used to improve the productivity of finance professionals in these areas and the threat of automation. |
Example of representative task from exam blueprint

I understand the purpose and principles of corporate governance, the ethical responsibilities of the organisation and individuals, and ways of achieving corporate social responsibility.

I understand how technology and competition drive the fast changing and unpredictable contexts in which organisations operate.

I understand how data is collected, cleaned, and connected by finance.

Download Exam Blueprint Here
Resource list
CGMA report in partnership with Oracle, 2019

Agile Finance Unleashed
The Key Traits of Digital Finance Leaders

Download
More CGMA reports on the role of finance

A framework for decision-making: four principles from CIMA and AICPA

Global Management Accounting Principles (GMAP)

Changing competencies and mindsets

The changing role and mandate of finance
Webinar

Future of Finance part 1: Changing role and mandate of...
Topic B: Technology in a digital world
(New topic)

E1 Managing finance in a digital world
Summary

• This section focuses on the technologies that define and drive the digital world in which finance operates.

• It provides awareness of the technologies used in organisations and deepens understanding of the impact of the technologies on what finance does.

• It draws on the issues raised in the previous section about the role of finance and the activities finance performs to fulfil these roles.

• Given that the digital world is underpinned by technology and the use of data, this section provides a foundation to the next section on data.
## E1B: Technology in a digital world

<table>
<thead>
<tr>
<th>Lead outcome</th>
<th>Component outcome</th>
<th>Topics to be covered</th>
<th>Explanatory notes</th>
</tr>
</thead>
</table>
| 1. Outline and explain the technologies that affect business and finance | a. Outline the key features of the fourth industrial revolution  
  b. Outline and explain the key technologies that define and drive the digital world | • Characteristics and dynamics of the fourth industrial revolution  
  • Cloud computing  
  • Big data analytics  
  • Process automation  
  • Artificial intelligence  
  • Data visualisation  
  • Blockchain  
  • Internet of things  
  • Mobile  
  • 3-D printing | The aim is to create awareness of the technologies that drive the digital world and how they interact with each other. The technologies outlined by the major advisory firms and the World Economic Forum digital transformation initiative provides the material on which learning and related activities can be based. |
| 2. Examine how the finance function uses digital technologies to fulfil its roles | Examine how finance uses the following to guide how it performs its roles:  
  a. Digital technology  
  b. Digital mindsets  
  c. Automation and the future of work  
  d. Ethics of technology usage | • How finance uses technologies listed above  
  • Areas of finance susceptible to automation and why  
  • New areas for finance to focus  
  • Digital mindsets for finance  
  • Ethics of the use of technology | Examine how finance professionals use the relevant technologies to fulfil their roles. Explain how the technologies impact various activities performed by finance professionals in the “information to impact” framework. The intention is to move from creating awareness to generating understanding of how finance can use these technologies to increase its value and relevance to organisations |
I can understand key technologies and their impact on an organisation including, cloud computing, big data, data analytics, process automation, artificial intelligence, data visualisation, blockchain, internet of things, mobile technologies, and 3-D printing.

I can understand the components of the finance function (financial reporting, management accounting, treasury, and internal audit) and how they can be affected by the increased use of automation.

I can understand how the increased use of technology impacts legal and social considerations including data protection, privacy, and overall corporate digital responsibility.
Resource list
Changing technology and finance
CGMA reports

Request a PDF copy today

Academic.Partners@aicpa-cima.com

Email Now
Digital Transformation Initiative (DTI)

Welcome to the Digital Transformation Initiative (DTI). Launched in 2015, the initiative offers unique insights into the impact of digital technologies on business and wider society over the next decade. DTI research supports collaboration between the public and private sectors focused on ensuring that digitalization unlock new levels of prosperity for both industry and society.
Trends in technology

3 Trends appear in the Gartner Hype Cycle for emerging technologies, 2016

Top 10 Strategic Technology Trends for 2017

Internet trends 2017 – Code Conference

Technology trends impacting the finance function and the profession – an overview, IFAC 2017

Gartner Top 10 Strategic Technology Trends for 2019
Technology

Technology for people - The era of the intelligent enterprise, Accenture 2017


Beyond agility - How cloud is driving enterprise innovation, IBM Institute for Business Value, 2017

Tailoring hybrid cloud for banking - Designing the right mix for innovation, efficiency and growth, IBM Institute for Business Value, 2016
More on technology

- Advanced social technologies and the future of collaboration, McKinsey 2017
- The evolution of social technologies, McKinsey 2016
- Industry 4.0: Building the digital enterprise, PWC 2016
- Technology for integrated reporting - A CFO guide for driving multi-capital thinking
# About Robotic Process Automation (RPA)

<table>
<thead>
<tr>
<th>Robotic process automation</th>
<th>Robotic Revolution – separating hype from reality</th>
<th>Robotic &amp; cognitive Automation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automation’s next Frontier</td>
<td>KPMG 2015</td>
<td>KPMG 2015</td>
</tr>
<tr>
<td>EY</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Read

Read

Read
RPA at Flint Hills Resources (FHR)

About FHR:

“Building on 60 years of refining and manufacturing experience, we are an industry leader at reducing air emissions. But that is just part of the story. At every turn, we are pursuing new ways to increase safety and eliminate waste.”
Developed by Edward Brooks, founder of the RPA Academy, this certificate program will focus on robotic process automation benefits and how the use of software robots can enable businesses to become more competitive and agile.

Highly discounted for all academics.

Contact: Academic.Partners@aicpa-cima.com

Email Now
Automation in various industries

Advancing Your Shared Services with Robotic Process Automation

Automation at scale is driving transformative change across Insurance

Robotic process automation in the Finance function of the future - EY

Robotic Process Automation Solutions for Financial Services - Capgemini
Automation and the future of work

Four fundamental s of workplace automation – McKinsey 2015

A CEO action plan for workplace automation – McKinsey 2017

Robotic Process Automation Special Edition – Capgemini 2017

BPO’s next wave of Robotic Process Automation – Capgemini 2015


*G&A – General and Administrative function
Blockchain

Article is based on 2018 survey report from 2 individual reports i.e. Deloitte & PwC.

Links to these reports are provided in the article.
This interactive video webcast certificate program is a three-part series. Attend all three sessions to earn the certificate. Webcasts included in this series:

1. Introduction to Blockchain
2. The Potential of Blockchain
3. Blockchain Application
Blockchain

Watch Don Tapscott on TED Talk Here
Blockchain
Blockchain

Lesson Plans

Student Playbook

Read

Read

Watch Video
Blockchain

How Will The Word "Blockchain" Change The Accounting Industry?

Published on January 27, 2015

Bill Ranto B.A., M.A.  Follow
Sales Coordinator at Organized Living

This is an interesting article written by an advanced thinking accountant. Could this be the direction things are going with our world market and accounting practices?

Using blockchain to improve data management in the public sector

It's not just for financial institutions; government agencies can use this digital ledger technology to protect trusted records and simplify interactions with citizens.

Read

Read

Read
Topic C: Data & information in a digital world
(New topic)

E1 Managing finance in a digital world
Summary

- This section draws out one of the major implications of using technology in organisations and the finance function – namely the collection and processing of information can be done more effectively by machines rather than by people.

- It asserts that the role of finance professionals should be to use data to create and preserve value for organisations.

- Five ways of using data are examined.

- The key competencies required to use data in these ways are also highlighted.

- The primary objective is to help finance professionals understand what they can do with data and how to build the skills needed to use data.
# E1C: Data and information in a digital world

<table>
<thead>
<tr>
<th>Lead outcome</th>
<th>Component outcome</th>
<th>Topics to be covered</th>
<th>Explanatory notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Describe the ways in which data is used by the finance function</td>
<td>Identify the ways in which the finance function uses data: a. In a general sense b. Specifically in each of the primary activities of finance</td>
<td>Using data for: • Decision making • Understanding customer • Developing customer value proposition • Enhancing operational efficiency • Monetising data • Ethics of data usage</td>
<td>Build on the previous section on technology to explain why in the digital world finance professionals have to place more focus on using information than on collecting and/or processing information. Outline and describe the various uses of information. Link them to the primary activities that the finance function performs and to the topics to be covered in other modules of the operational level</td>
</tr>
<tr>
<td>2. Explain the competencies required to use data to create and preserve value for organisations</td>
<td>Explain the competencies that finance professionals need in: a. Data strategy and planning b. Data engineering, extraction and mining c. Data modelling, manipulation and analysis d. Data and insight communication</td>
<td>• Assessment of data needs • Extraction, transformation and loading (ETL) systems • Business Intelligence (BI) systems • Big data analytics • Data visualisation</td>
<td>Highlight and explain the data competencies required in the digital world. Locate where finance has a competitive advantage and where finance will need to work with data scientists.</td>
</tr>
</tbody>
</table>
Example of representative task from exam blueprint

1. I understand how the finance function can use data and information to assist sales and marketing to better understand customers and developing customer value proposition.

2. I understand how the process of data extraction, transformation and loading (ETL) systems impacts the use of data in business intelligence (BI) systems, big data analytics, and data visualisation.

3. I understand how the feedback that the finance function receives from stakeholders would facilitate future data needs and associated strategy.

Download Exam Blueprint Here
Resource list
Various CGMA resources on data

- **Read**
  - 5 traits of the data enabled CFO
    Find out which five key traits define the data-enabled CFO, as identified in the ‘From Insight to Impact’ report.
  - Podcast: Readying business for the big data revolution
    How management accountants can prepare businesses for the big data revolution. Russell Goldsmith is joined by the Association’s Peter Simons and Simon Jeffery at Siem Car Carriers.
  - Data visualisation: from concept to deployment
    This report, in partnership with KPMG, explores the evolution of data visualisation. It analyses how multimedia technology can help provide insight around business performance and improve decision making.
  - Technology in government performance: digitalization and open data
    The digital agenda is an immediate and urgent priority for government organizations as one of the primary and most accessible means of improving citizen service and driving efficiencies.

- **Listen To Podcast**

- **Read**

- **Read Case Studies**
More on data lakes

- **How to build a successful data lake**
  - Webinar Slides
  - Read

- **The technology of the business Data Lake**
  - Cap Gemini
  - 2017
  - Read

- **The data lake – a new solution to business intelligence**
  - Read

- **Data lakes in a modern data architecture**
  - 2018
  - eBook
  - Read
More on data lakes

Data lakes vs. Data warehousing - how each works in the digital technology boom

The definitive guide to the Data Lake

Delivering value to today’s digital enterprise 2017

Microsoft machine learning and data science summit, Atlanta

Read

Read

Read

Read
More on data lakes

Five steps to implement an enterprise data lake

How to build an enterprise data lake: important considerations before jumping in

Data warehouse modernization - In the Age of Big Data Analytics

Building big data storage solutions (data lakes) for maximum flexibility
More on data lakes

Data lakes - beyond the hype and ready for the enterprise

When big data meets fast data

Hadoop and the modern data architecture

An Enterprise Architect’s Guide to Big Data

Oracle

2016

Download

Read

Read

Read
Reading list
Analytics

Van Gogh Your Data: Data Visualization Methods with SAS® Business Intelligence
Principles of Data Visualization
Putting predictive analytics to work (Good business sense—but where do you begin?)
Analytics 3.0
Capitalizing on the promise of Big Data

2012 articles

Read
Read
Read
Read

2013 articles
The data analytics Handbook

Part 1: Data Analysts and Data Scientists

Part 2: CEOs and Managers

Part 3: Researchers and Academics

Part 4: Big Data Edition

Read

Download Here
Analytics

Visual Analytics for Making Smarter Decisions Faster

Read

The age of analytics: competing in a data-driven world

Read

21 Resources to Find the Data You Need

Read

Predictions for 2017 – everything is becoming digital

Read
Big data, Intelligent Algorithms and Smart Machines – 6 key trends for IT decision makers in 2017 and beyond

Clearing the fog of data will enable bosses to focus on building trust

What’s now and next in analytics, AI, and automation

Playing catch-up in advanced analytics

2017 articles
Analytics

Whitepaper Persuading With Data (Harvard Business Review Insight Center Report)

Say it with PowerPoint?

Digital Leadership – an interview with Shawn O’Neal, VP of Global Marketing Data and Analytics, Unilever

Book authored by Edward R. Tufte:
- Envisioning Information
- The visual display of quantitative information 2nd edition

Download

Read

Read

Get A Copy
Topic D: Shape & structure of the finance function
(New topic)

E1 Managing finance in a digital world
Summary

• This section brings together the implications of the previous sections.

• It reveals how the finance function is structured and shaped.

• This structure and shape enables finance to perform its role in the organisation and with other internal and external stakeholders.

• In this sense it prepares candidates for the next section which looks at how finance interacts with key internal stakeholders in operations, marketing and human resources.
# E1D: Shape and structure of the finance function

<table>
<thead>
<tr>
<th>Lead outcome</th>
<th>Component outcome</th>
<th>Topics to be covered</th>
<th>Explanatory notes</th>
</tr>
</thead>
</table>
| 1. Describe the structure and shape of the finance function | Describe the:  
a. Evolution of the shape of the finance function  
b. Shape of the finance function in the digital era | • Structure of the finance function from the roles that generate information to the roles that turn information into insight and communicate insight to decision makers  
• Hierarchical shape of finance function  
• Shared services and outsourcing of finance operations  
• Retained finance  
• Automation and diamond shape of finance function | Introduce candidates to the structure of the finance function and outline the broad areas of finance such as finance operations, external reporting, financial planning and analysis (FP&A), decision support etc. Describe the evolving shape of the finance function from the triangle to the diamond shape. Link the description to the impact of digital technology and automation on the finance function. |
| 2. Explain what each level of the finance function does | Explain the activities of:  
a. Finance operations  
b. Specialist areas including financial reporting and financial planning and analysis (FP&A)  
c. Strategic partnering for value  
d. Strategic leadership of the finance team | • Finance operations to generate information and preliminary insight  
• FP&A, Taxation, Corporate reporting, decision support to produce insight  
• Business partnering to influence organisation to make appropriate decisions  
• Leading the finance team to create the required impact for the organisation | The focus is the diamond shape and the four levels within this shape. Explain what each level does, the relationship between the levels, and the link between the levels and the basic finance activities covered under the role of finance. |
I understand the hierarchical shape of the finance function and how automation could shift the traditional structure to a diamond shape.

I understand the contemporary transformation of the finance function in the digital era from roles that generate information to roles that turn information into insight and how finance communicates that insight to decision makers.

I understand strategic partnering for value and how business partnering can influence an organisation to make appropriate decisions.

Download Exam Blueprint Here
Syllabus in the context of the structure and shape of the finance function

Beyond the scope of the syllabus
To be covered by CPD

Strategic Level

Strategic Partnership through interaction with internal and external stakeholders to influence and shape how the organisation creates and preserves value

Management Level

Technical specialists generate insights about value creation and preservation in their respective areas

Operational Level

Managing processes and applying accounting rules to assemble and extract data to provide information and insight

Strategic Leadership of the finance team to achieve desired impact
Reading list
The shape of finance

Future of Finance part 3: Changing shape of the finance function

Future of Finance research – Emerging Themes
The changing shape of finance

Peter Simons FCMA, CGMA
Associate Technical Director - Research and Development (Management Accounting)

Dr Martin Farrar
Associate Technical Director – Research and Development (Management Accounting)

Listen To Webinar

Download
Topic E: Finance interacting with the organisation

E1 Managing finance in a digital world
Summary

• The finance function is not the only area of activity in organisations.

• **Finance joins with others** to create and preserve value for their organisations.

• This section brings together what has been learned in the previous section to describe how **finance can interact with other parts of the organisation** to achieve the objectives of finance, those other areas and crucially the objectives of the whole organisation.

• The aim is to show how finance can **work collaboratively** in a connected (and joined-up) organisation and not in isolation.
## E1E: Finance interacting with the organisation

<table>
<thead>
<tr>
<th>Lead outcome</th>
<th>Component outcome</th>
<th>Topics to be covered</th>
<th>Explanatory notes</th>
</tr>
</thead>
</table>
| 1. Describe how the finance function interacts with operations | Describe: | • Process management  
• Product and service management  
• Supply chain management | Describe how finance plays its role by interacting with the rest of the organisation. Bring together the issues raised in the previous sections and link them to what the other areas of the organisations do. For example address how finance and marketing interact using data and collaborative technology to achieve organisational goals and the individual functional goals of both finance and marketing. Describe how the use of KPIs influence these interactions and how the KPIs of finance and these areas can be aligned to ensure they work together effectively. |
| 2. Describe how the finance function interacts with sales & marketing | Describe: | • Market segmentation  
• Big data analytics in marketing  
• Channel management  
• Sales forecasting and management | |
| 3. Describe how the finance function interacts with human resources | Describe: | • Staff acquisition  
• Staff development  
• Performance management  
• Motivation and reward systems | |
| 4. Describe how the finance function interacts with IT | Describe: | • IT infrastructure  
• IT systems support  
• Costs and benefits of IT systems | |
Example of representative task from exam blueprint

I understand the hierarchical shape of the finance function and how automation could shift the traditional structure to a diamond shape.

I understand the contemporary transformation of the finance function in the digital era from roles that generate information to roles that turn information into insight and how finance communicates that insight to decision makers.

I understand strategic partnering for value and how business partnering can influence an organisation to make appropriate decisions.

Download Exam Blueprint Here
Resource list
CGMA reports

Building a better business, together
Welcome to finance business partnering

Connecting value generation for the long term
A practical guide to the
CGMA Business Model Framework

Read

Read
Finance and people skills

By Neil Amato
10 July 2015

As the role of the finance function evolves, finance professionals must expand skillsets. Collaborating with others is a skill that accounting staffs are struggling to master as they venture beyond traditional, back-office work.

Applying technical, business, leadership, and people skills
By Sean Stein Smith, CPA, CGMA
23 May 2016

The business landscape is changing at an increasingly rapid rate, and accounting professionals must be able to keep pace with accompanying changes. The competencies and skills used by finance professionals, particularly those working in business, industry, government, or not-for-profits, must evolve to include areas not traditionally associated with accounting.
Finance working with marketing

How marketing is working with finance to shake off the ‘us versus them’ attitude

While traditionally seen as adversaries pulling in different directions, today marketing and finance are forging close, collaborative relationships focused on delivering a shared vision for success.

By Charlotte Rogers 17 Oct 2017 2:05 am

MARKETING

How Big Data Brings Marketing and Finance Together

by Wes Nichols

JULY 17, 2014
Are you ready now?

Quiz: What core competencies does automation require?

By Kate O'Flaherty
24 January 2019

Future of finance, Technology and analytics

Automation is increasingly augmenting finance professionals' capabilities. Take this quiz to find out how much you know about the mindsets and competencies technological automation requires from finance professionals. Answers are based on information in the CGMA report Changing Competencies and Mindsets.

Take Quiz Here
Contact:
Academic.Partners@aicpa-cima.com
Karen.Phang@aicpa-cima.com
Thank you