F1 Syllabus Overview

Created by:
Global CGMA University and Academic Center of Excellence
“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.”

Global CGMA University and Academic Center of Excellence (COE)
The Association of International Certified Professional Accountants
The COE’s role

- Establish consistent global strategy & performance for academic relations that compliments country efforts
- Provide partnership & support
- Develop best practices & tools
- Align priorities & interests
- Develop operational efficiency
What is this document about?

- This document is part of a series that was developed to provide reading materials, case studies, videos, podcasts and other resources that are relevant to a specific exam in the 2019 CIMA Professional Qualification (PQ).
- These resources are aimed to help you understand more about the topics within a specific exam.
- All resources found in this document can be shared with faculty members and students.
- Each resource has a link to the webpage for ease of access. Just click on these icons when you see them in the following slides:
The Financial Pillar
2019 CIMA Professional Qualification Framework

Financial Pillar
Summary of the Financial Pillar

Communicate and report on the vision through a financial lens.

How do we prepare financial statements?

How do we interpret financial statements and use them to support strategy?

How does financial strategy drive the ambitions of the organization?
What changed in F1?

2015 syllabus
F1: Financial Reporting & Taxation
A. Regulatory environment
B. Financial accounting & reporting
C. Working capital & cash management
D. Fundamentals of business taxation

2019 syllabus
F1: Financial Reporting
A. Regulatory environment of financial reporting
B. Financial statements
C. Principles of taxation
D. Managing cash and working capital

Contents relating to Group Accounts has moved to F2 Advanced Financial Reporting
F1: Structure and outline

- Regulatory issues that provide the basis for preparing financial statements. (Exam weighting: 10%)
- Prepare basic financial statements for external stakeholders. (Exam weighting: 45%)
- Calculate taxation and explain its affects and how it is affected by the organization’s performance. (Exam weighting: 20%)
- Use financial statements to gain understanding of short-term financing to improve the ability of the organization to create and preserve value. (Exam weighting: 25%)
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.
The F1 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.

Operational Level Exam Blueprint
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.)
F1 exam dates

Scheduling of F1 exam under the 2019 PQ starts

F1 exams under the updated PQ commences

1 Aug 2019

4 Nov 2019

More timeline
Exam overview

**Skill level**
- Remembering
- Understanding
- Application

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

**Pass rates**
CIMA will publish updated objective test pass rates every quarter following the release of pass rates for case study exams.
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 at the operational level are weighted towards remembering, understanding and application with 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…."

Student | Employer
---|---
I can evaluate the cost and benefit of….  

Great! We are hiring someone who can….  

Global CGMA University and Academic COE
“I can” statements (cont’d)

• 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.

• 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 F1 exam blueprint

<table>
<thead>
<tr>
<th>F1B: Financial Statements</th>
<th>Skill level</th>
<th>Representative task statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead outcome</td>
<td>Component outcome</td>
<td>Remembering and understanding</td>
</tr>
<tr>
<td>2. Specific IFRS financial reporting standards</td>
<td>a. Non-current assets</td>
<td></td>
</tr>
</tbody>
</table>

The slides below will list some of these representative task statements.
Topic A – The regulatory environment of financial reporting

F1: Financial Reporting
Summary

• The preparation of financial statements is regulated by laws, standards, generally accepted accounting principles and by codes.

• The regulations ensure that financial statements of different entities are comparable and that they present a reasonably accurate picture of the performance, position and prospects of the organisation to their users.

• This section covers who the regulators are, what they do and why and how the regulations are applied.

• The objective is to provide candidates with a strong foundation for preparing and interpreting financial statements.
## F1A: The regulatory environment of financial reporting

<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. Identify regulators and describe their role.</td>
<td>a. Identify the major regulators.</td>
<td>• National regulators</td>
<td>• Who are the regulators who determine how financial statements are prepared?</td>
</tr>
<tr>
<td></td>
<td>b. Describe what they do.</td>
<td>• FRS foundation</td>
<td>• What do they do?</td>
</tr>
<tr>
<td></td>
<td>c. Explain why they regulate financial reporting.</td>
<td>• IASB</td>
<td>• What value do they contribute to the production of financial statements?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• International Organisation for Securities Commissions (IOSCO)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Standard setting process</td>
<td>• Coverage will include national and international regulators, stock exchange regulators and various accounting and financial reporting standards boards and major influential bodies like the IIRC.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Differences between rules-based and principles-based regulations</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Others such as International Integrated Reporting Council (IIRC)</td>
<td></td>
</tr>
</tbody>
</table>
## Lead outcome

### Component outcome

#### a. Describe the role of the board in corporate governance.
- Need and scope for corporate governance regulations
- Different approaches to corporate governance regulations

#### b. Apply corporate governance and financial stewardship principles to financial reporting.
- Boards have overall responsibility for ensuring that executives of organisations create value for their stakeholders and safeguard their assets.
- The role of boards is incorporated in various corporate governance codes.
- What are the main principles as they apply to financial reporting and the oversight of boards?
Example of representative task from exam blueprint

- I understand the provisions of the CGMA Code of Ethics and the relationship to preparation of financial reporting information.
- I understand the IFRS standard setting process and the interaction of local GAAP bodies with the IASB.
- I understand the need and scope for corporate governance regulations and different approaches to corporate governance regulations from around the world.

Operational Level Exam Blueprint
Resource list
Recent developments in corporate reporting

- Audit quality report, new environmental guidelines, and more
  - Feb 2019

- WEF on integrated reporting, IFRS 17, FRC review, and more
  - Jan 2019

- FRC governance principles, IASB proposals, and more
  - Dec 2018

- The FRC’s new initiatives, EFRAG guidance, and more
  - Nov 2018
Corporate governance

THE UK CORPORATE GOVERNANCE CODE
JULY 2018

THE WATES CORPORATE GOVERNANCE PRINCIPLES FOR LARGE PRIVATE COMPANIES
DECEMBER 2016

Independent Review of the Financial Reporting Council

Global CGMA University and Academic COE
Other reporting guidelines

Environmental Reporting Guidelines:
Including streamlined energy and carbon reporting guidance
March 2019 (Updated Introduction and Chapters 1 and 2)

Performance metrics – Principles and practice
November 2018
Revising the UK’s Stewardship Code

Changes would include a focus on purpose, ESG, and a wider range of assets.

By Oliver Rove
23 May 2019

Accounting and reporting

Asset managers in the UK will face strengthened expectations for stewardship and stricter public reporting requirements under revisions to the Stewardship Code that are expected to be finalised this summer.

The Stewardship Code — introduced in 2010 by the UK’s Financial Reporting Council (FRC) as part of the response to the 2007-2008 global financial crisis — is in the final stages of an update.
Effective stewardship

Nonfinancial reporting: The big debate

Recent UK forum Goes arguments on whether corporate sustainability reporting should be mandatory.

By Oliver Rowe
11 January 2009

Accounting and reporting, Sustainability

SBS RESPONSIBLE BUSINESS DEBATE

This house believes that corporate sustainability reporting should be mandated, and standardised by FASB and IASB, for it to be most useful for investors.
IFRS resources for academics & global adoption of IFRS

Why we work with academics

The IFRS Foundation believes that academics are important partners in our work to develop and promote the adoption and consistent application of International Financial Reporting Standards (IFRS Standards). The relationship brings benefits to both parties.
Integrated reporting gains momentum in Asia

May 2019

Report on Study Group concerning Promoting Dialogue between Companies and Investors for Sustainable Growth

Ministry of Economy, Trade and Industry, Japan
Topic B – Financial statements

F1: Financial Reporting
Summary

• One of the roles of finance is to narrate how organisations create and preserve value.

• The financial statements are the means by which narration is done to particular audiences.

• This section enables candidates to prepare basic financial statements using financial reporting standards.

• It covers the main elements of the financial statements
  • what they intend to convey
  • the key financial reporting standards
  • how they are applied to prepare financial statements
## F1B: Financial statements

<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. Identify the main elements of financial statements. | a. Identify the main elements of financial statements contained in the IFRS conceptual framework. | • Objectives and overall purpose of financial reporting  
• Qualitative characteristics of financial information  
• Reporting entity and its boundaries  
• Recognition (and derecognition)  
• Measurement bases  
• Presentation and disclosure  
• Concept of capital maintenance | • This sets the main principles that underpin the preparation of financial statements.  
• The focus is on the main principles.  
• No detailed treatments are expected. |
2. Explain specific financial reporting standards.

   - a. Non-current assets
   - b. Leases
   - c. Impairment
   - d. Inventory
   - e. Events after the period.

Topics to be covered:

- IAS 16 — Property, Plant & Equipment
- IFRS 5 — Non-current Assets Held for Sale or Discontinued Operations
- IFRS 16 — Leases
- IAS 36 — Impairment of Assets
- IAS 2 — Inventories
- IAS 10 — Events After the Reporting Period

Explanatory notes:

- Examine the requirements for how major items of the financial statements are to be recognised, measured and disclosed.
- This covers the main areas and not specialist topics.
### F1B: Financial statements (cont’d)

<table>
<thead>
<tr>
<th>Lead outcome</th>
<th>Component outcome</th>
<th>Topics to be covered</th>
<th>Explanatory notes</th>
</tr>
</thead>
</table>
| 3. Explain specific financial reporting standards. | **Apply financial reporting standards to prepare:** | • IAS 1 — Presentation of Financial Statements  
• IAS 7 — Statement of Cash Flows | • Give hands-on experience of preparing basic financial statements by bringing in all the elements. |
|              | a. Statement of financial position |                      |                   |
|              | b. Statement of comprehensive income |                      |                   |
|              | c. Statement of changes in equity |                      |                   |
|              | d. Statement of cash flows |                      |                   |
Example of representative task from exam blueprint

I can define the reporting entity for consolidated and un-consolidated financial statements.

I can prepare extracts from the primary financial statements for an individual entity in accordance with IFRS including the statement of financial position, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows (indirect method).

I can identify if an event is adjusting or non-adjusting and its accounting treatment.

Operational Level Exam Blueprint
Resource list
Relevance of financial reporting in today’s global environment
New IFRS conceptual framework revises foundational reporting concepts

By Ken Tysiak
30 March 2018

Accounting and reporting
Amendments to IAS 16

Proceeds before intended use (Amendments to IAS 16)

Finalisation of the proposed amendments

Background

The IASB published the Exposure Draft Property, Plant and Equipment: Proceeds before intended use (ED) in June 2017. The intention of the change is to prohibit deducting from the cost of an item of property, plant and equipment (PPE) any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity would be required to recognise sales proceeds in profit or loss.

In November 2018 the board considered feedback on the exposure draft and decided to proceed with the amendments. This paper reviews the modifications and asks the board if it agrees with the recommendations. If the board agrees the next step will be a paper on due process and obtaining permission to begin the balloting process.

Proposed amendments
Amendments to IFRS 16

Lessons from lease accounting implementation

Embedded leases, data extraction, and staff training all pose challenges with the IFRS 16 deadline approaching.

By Oliver Rowe
5 July 2019

Accounting and reporting. Accounting standards

With the effective date for the new IFRS lease accounting standard fast approaching, companies are wading through a number of challenging issues related to lease identification, data extraction, and software implementation.

IFRS 16, Leases, comes into effect for companies’ annual reporting periods beginning on or after 1 January 2019.

Gaining efficiency in lease accounting

Q. How does IFRS 16 offer companies an opportunity for greater efficiency?

A. Implemented by the International Accounting Standards Board, the new lease accounting standards are now taking effect. Companies are transferring an estimated $1 trillion of operating leases onto corporate balance sheets as right-of-use assets and corresponding lease liabilities. Historically, only a limited set of operating lease information has been reported in annual financial report footnotes. Under the new IFRS 16 standards, companies must add new line items to the balance sheet for leases and develop strategies for communicating these changes to their investor communities. Key financial metrics, such as return on assets, EBITDA, and the quick ratio will be impacted.
Articles on financial statements

1. Understanding major forces of net profit
   - Aug 2018

2. Advice for managing the length of annual reports
   - Dec 2017

3. 8 financial reporting errors — and how to fix them
   - Dec 2018

4. IASB clarifies definition of ‘material’
   - Nov 2018
Topic C – Principles of taxation

F1: Financial Reporting
Summary

- One of the implications of value creation is how that value is distributed to different stakeholders. Taxation is part of this distribution.
- This section helps candidates distinguish between types of taxes and to calculate corporate taxes.
- In a digital world where revenue is earned through online trading that spans national boundaries, candidates are introduced to the issues relating to taxation across international borders and the ethics of taxation.
# F1C: Principles of taxation

<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. Distinguish between different types of taxes. | Distinguish between | • Features of direct and indirect taxes  
• Features of corporate and personal taxes | • Gives a broad overview of the different types of taxes, who they affect and why they are used. |
|               | a. Direct versus indirect |                        |                   |
|               | b. Corporate versus personal |                        |                   |
| 2. Calculate tax for corporates. | a. Explain the basis of taxation | • Exempt income  
• Income taxed under different rules  
• Allowable expenditure  
• Capital allowances  
• Reliefs  
• Tax on sale of asset | • The focus shifts here to corporate taxation.  
• The main area covered is the difference between accounting profit and profit for taxation purposes.  
• No national law is applied here.  
• The main thing here is coverage and application of principles. |
|               | b. Explain the difference between accounting profit and taxable profit |                        |                   |
|               | c. Calculate corporate tax |                        |                   |
### F1C: Principles of taxation (cont’d)

<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>3. Explain some relevant issues that affect taxation.</td>
<td>Explain:</td>
<td>• Corporate residence</td>
<td>• Given the increase of cross-border trading and revenue generation in the digital world what are the key issues affecting international taxation?</td>
</tr>
<tr>
<td>a. Taxation across international borders</td>
<td></td>
<td>• Types of overseas operations (e.g., subsidiary or branch)</td>
<td></td>
</tr>
<tr>
<td>b. Ethics of taxation</td>
<td></td>
<td>• Double taxation</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Transfer pricing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Tax avoidance</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Tax evasion</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• What are the ethical issues that arise in the computation and payment of taxes?</td>
<td></td>
</tr>
</tbody>
</table>
Example of representative task from exam blueprint

I understand different types of direct taxation in the context of an incorporated entity (e.g., tax on trading income and capital taxes).

I understand the distinction between tax evasion and tax avoidance and the ethical considerations faced by an entity in respect of tax avoidance.

I can determine capital allowances.
I can calculate tax depreciation allowances.

Operational Level Exam Blueprint
Resource list
Cross-border taxation of digital transactions presents many challenges to countries and multinational companies. Some countries have acted unilaterally to impose digital taxes, while international organisations have been working to develop multinational approaches. Given the nature of the challenges and the currently fragmented solutions, the Association of International Certified Professional Accountants is asking policymakers and multinational organisations to cooperate in developing global approaches to the taxation of transactions in the digital economy.

On 23 October, the Association issued a policy paper, *Taxation of the Digitalized Economy*, making recommendations. The policy paper does not take a position on any of the issues it raises, but is intended to “educate, enlighten, and stimulate the discussion” on how the new digital economy should be treated and taxed globally.
Proposed nexus rules could change global taxation

By Blake Vickers, CPA, CGMA
1 May 2019

In February 2019, the Organisation for Economic Co-operation and Development (OECD) issued a discussion draft on proposals to change the rules on income taxation of digitalised companies. The proposed changes could radically rewrite the international profit allocation and right-to-tax (nexus) rules that have been in place for almost a century.
Making tax digital

Overview of Making Tax Digital
Updated 27 June 2019

Contents
Making Tax Digital for VAT
Making Tax Digital for Income Tax
Helping businesses, self-employed people and landlords get it right first time
Help and support

Making Tax Digital is a key part of the government’s plans to make it easier for individuals and businesses to get their tax right and keep on top of their affairs.

HMRC’s ambition is to become one of the most digitally advanced tax administrations in the world. Making Tax Digital is making fundamental changes to the way the tax system works – transforming tax administration so that it is:

- more effective
- more efficient
- easier for taxpayers to get their tax right

Financial Management

UK prepares to make VAT digital
By Sabine Vollmer
28 March 2019

Tax

Starting 1 April, more than 2 million UK businesses will have to start managing their value-added-tax (VAT) records and filings digitally, but many aren’t prepared for the switch, research by the British Chambers of Commerce (BCC) suggests.

The change has been in the works for more than a year, but a BCC poll of almost 1,000 businesses conducted in late January and early February found that 19% of affected businesses had never heard of the requirement or only knew it by name. A similar BCC poll in 2018 found that 24% of respondents had never heard of the switch and 66% knew it only by name or some details.
UK Digital services tax

Association urges rethinking on UK digital services tax
By Alistair M. Nevius, J.D.
11 March 2019

Tax

The Association of International Certified Professional Accountants expressed its concerns about the proposed UK digital services tax in a recent letter to Mel Stride, financial secretary to HM Treasury and paymaster general. In the letter, sent by Andrew Harding, FCMA, CGMA, the Association’s chief executive—Management Accounting, the Association urged the UK government to reconsider introducing a temporary digital services tax and instead work with the Organisation for Economic Co-operation and Development (OECD) to find international consensus on taxation of the digitalised economy.
Digital taxation

Global Taxation is Going Digital
Here’s How to Prepare

An underappreciated revolution—the shift to digital taxation—is underway. More and more countries are requiring businesses to comply with a new model of tax reporting and compliance.
Global tax regimes
Topic D – Managing cash and working capital

F1: Financial Reporting
Summary

- Cash is the life blood of any organisation.
- The ability to provide cash, at the appropriate cost when it is needed is one of the key contributions that finance makes to organisations.
- It fulfils finance’s role of enabling organisations to create and preserve value.
- This section provides candidates with the tools to ensure that the organisation has enough cash to ensure its continuing operations.
## F1D: Managing cash and working capital

<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. Distinguish between the types and sources of short-term finance.</td>
<td>Distinguish between</td>
<td>• Trade payables</td>
<td>• What are the main types of funds needed for the short term?</td>
</tr>
<tr>
<td></td>
<td>a. Types of short-term finance</td>
<td>• Overdrafts</td>
<td>• Where can those funds be accessed?</td>
</tr>
<tr>
<td></td>
<td>b. Financial institutions</td>
<td>• Short-term loans</td>
<td>• How does one determine which type or source of finance is appropriate?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Debt factoring</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Trade terms</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Trade partners</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Banks</td>
<td></td>
</tr>
</tbody>
</table>
F1D: Managing cash and working capital (cont’d)

<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>2. Explain and calculate operating and cash cycles.</td>
<td>Explain and calculate</td>
<td>• Inventory days</td>
<td>• The operating and cash cycle is one of the main means of putting together various elements of cash and near-cash items in a coherent manner to explain the cash needs of the organisation.</td>
</tr>
<tr>
<td></td>
<td>a. Operating cycle</td>
<td>• Trade receivable days</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. Cash flow cycle</td>
<td>• Trade payable days</td>
<td></td>
</tr>
</tbody>
</table>
**F1D: Managing cash and working capital (cont’d)**

<table>
<thead>
<tr>
<th>Lead outcome</th>
<th>Component outcome</th>
<th>Topics to be covered</th>
<th>Explanatory notes</th>
</tr>
</thead>
</table>
| 3. Apply different techniques used to manage working capital. | a. Apply policies relating to elements of operating and cash cycle | • Receivables management  
• Payables management | • What are the policies that organisations should put in place to manage working capital? |
| | b. Prepare forecasts | • Inventory management | • How is the appropriate level determined, forecasted and accessed? |
| | c. Explain risks relating to working capital | • Risk of overtrading  
• Short-term cash flow forecasting  
• Investing short-term cash | • What are the risks associated with accessing such funds? |
Example of representative task from exam blueprint

I understand the types of financial institutions that can provide the sources of short-term finance.

I can apply methods of inventory management (e.g., JIT), including calculations of the economic order quantity (EOQ).

I can determine the risks and opportunities related to working capital management.

Operational Level Exam Blueprint
Resource list
Case studies on cash management

Thinking like a turnaround CFO
What a company in crisis, turnaround operations can save the day
By Rave Nathen
1 June 2018
Performance management, Strategy and innovation

Money is everything in business, particularly when it is running out. A liquidity crisis caused by a slump in cash flow is the beginning of the end for most companies. To turn around the dire situation before it’s too late, board directors, CEOs, and investors typically turn to the CFO.

Led by finance: Juggling finance challenges of a fast-growing company
Helps to prevent the financial missteps of tech and tech companies. Pip Kigwe, FCMA, CGMA, took on the challenge of keeping up with aggressive growth targets.
By Susanne Vollmer
1 February 2017
Finance and risk

The CFO of Transaprt Group has her hands on the lines.

Pip Kigwe, FCMA, CGMA, took on the role in January 2016 when the leading travel and

A CFO job for adrenaline junkies
By Susanne Vollmer
28 April 2017
Governance and risk

Nine years ago, David Lee, FCMA, CGMA, left the finance function of EMI

Records, a British multinational conglomerate and one of the biggest labels in

the recording industry, to join a rapidly growing online peer-to-peer sports-

betting start-up. He never regretted the career move.
Case studies on forecasting

Improving FP&A accuracy

Expanding financial modeling capabilities, using more rolling forecasts, and finding top-notch talent are steps companies can take to sharpen FP&A.

By Tim Cooper
1 April 2019

Performance management, Forecasting, Technology and analytics

In uncertain economic times, companies are relying on finance to improve the accuracy of financial planning and analysis (FP&A) efforts to help them ward off threats and seize opportunities.

PepsiCo Indonesia CFO: How I drive the business

By Aldo Soe The
23 March 2019

People and leadership skills, Strategy and innovation

While well-known for its soft drinks, PepsiCo is more than a beverage company. It owns the Frito-Lay and Quaker (Oats) brands, and its beverage business includes Gatorade, Tropicana juice, and Kiehl’s (cosmetics). In addition to its iconic beverages, Pepsi. In 2017, it was third-largest food and beverage company in the world with global sales of $63.7 billion, behind Nestlé and the Coca-Cola Company.

Moving from budgeting to rolling forecasts

Steve Player, CPA, CGMA, the CEO of The Player Group, suggests that switching to rolling forecasts prompts you to plan better and ask strategic questions.

12 February 2019

Performance management, Forecasting, Budgeting
Working capital management
More on working capital management
Additional resources
Business games

Paradise Park
Scenario and requirement

Aedis-Homes
Scenario and requirement

Mackintosh Grant
Scenario and requirement

More case studies and games
CGMA case study author opportunity

• We are offering a unique opportunity for faculty to review and update former CGMA exam case studies.

• Once updated, the case may be submitted for publication under the new authors’ name.

• Requirement:
  • You must revise and update a significant portion of the case study
  • You must also create teaching notes both for this program and to be eligible for publication submission to a journal of your choice
CGMA case study author opportunity – relevant cases to F1

- Ashworth Lea
  - Luxury car industry
  - May 2017 case study exam

- Thomas Fine Teas
  - Global team importer
  - Aug 2018 case study exam

- Mavis Venderby
  - Beehive manufacturing
  - Feb 2017 case study exam
Contact:

Academic.Partners@aicpa-cima.com
Karen.Phang@aicpa-cima.com
Thank you