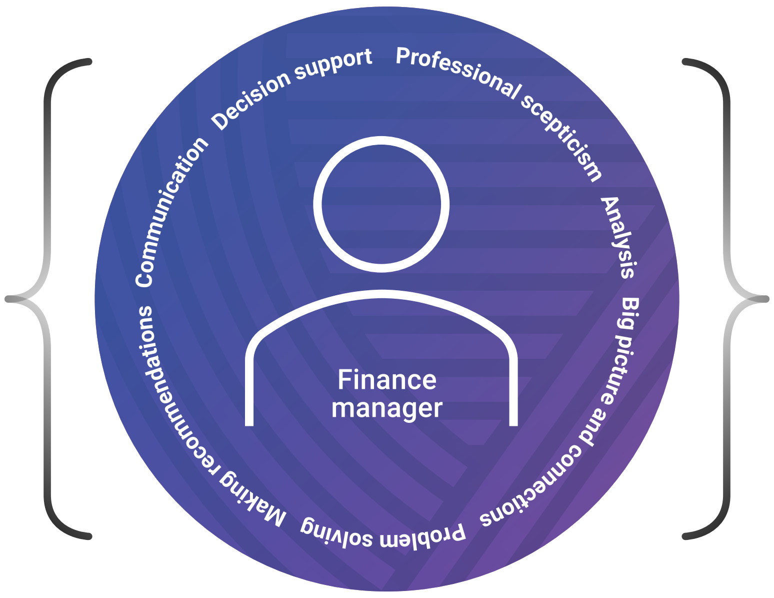
CIMA

MANAGEMENT CASE STUDY
Finance Manager — simulating the role

Works with:

- Finance teams
- Direct reports
- Business leaders
- Partners
- Suppliers
- Customers



Addresses broadly defined, complex management and business problems

Typical engagements

Working in a range of organisations and industries, previous role holders have:

- Advised a travel company on how new product proposals are consistent with the company's business model.
- Recommended how data mining may improve aftersales support and increase customer satisfaction for a car dealership.
- Recommended different rent pricing options for short and long-term contracts for a student accommodation company.

Responsibilities

As a Finance Manager, I focus on the medium-term, monitoring performance and implementing strategy. This involves translating strategies from senior management into a sustainable business model. I use digital data sources to exploit opportunities and enhance sustainable value for the organisation.

I collaborate with business partners from finance and other disciplines to make decisions on investment projects, product development and pricing. This requires a sound understanding of the business environment and opportunities in the digital ecosystem.

I measure and report on performance, and evaluate and advise on business risks. I provide feedback and support for internal coordination and performance management, understanding how performance measurement can influence motivation.

I interact with both internal and external stakeholders, reporting performance and engaging with those who have financial and non-financial interests in the organisation. I advise on compliance issues associated with financial, non-financial and sustainability-related external reporting. The need to inform key decisions may raise significant ethical dilemmas that I must address in a professional manner.

Core Activity	Assessment Outcome	Weighting
A. Evaluate opportunities to add value	• I can select appropriate capital investment appraisal techniques and apply them in order to support capital investment decisions, including product/service development, digital transformation projects and acquisitions • I can identify and use relevant digital data sources to assist in capital investment decisions • I can recommend appropriate pricing strategies • I can select and implement suitable business models that will create sustainable value for stakeholders • I can analyse the impact of disruptive and digital operating business models in the context of digital ecosystems • I can explain the implications of change to the weighted average cost of capital	15–25%
B. Implement senior management decisions	• I can apply appropriate project management tools and techniques to effectively manage projects • I can identify the key project personnel, explain their responsibilities and set appropriate performance measures • I can recommend and apply suitable tools and techniques for managing risk and uncertainty in capital projects • I can select suitable financing sources and explain the characteristics of the different types of funding • I can recognise the characteristics of high performing teams	15–25%
C. Manage performance and costs to create sustainable value	• I can advise on the measurement, analysis and reporting on the performance of responsibility centres • I can recommend the processes needed to ensure employee engagement, empowerment and alignment to enhance individual and team performance • I can compare leadership styles and recommend the most appropriate style to use • I can recommend appropriate cost management and cost transformation techniques to manage costs and improve profitability • I can identify and apply appropriate quality and value management techniques to enhance value • I can apply the techniques that quantify and present risk to stakeholders	15–25%
D. Measure performance	• I can select and apply suitable tools and techniques for managing risk and uncertainty associated with performance related issues • I can select and apply suitable tools and techniques for managing risk and uncertainty in business models • I can interpret the financial statements to assess financial performance and position, interpreting and reporting on a wide range of ratios • I can support managers by recommending actions to improve financial, non-financial and sustainability-related performance and position, evaluating the impact of those actions on the wider organisational ecosystem • I can recommend appropriate accounting treatments and explain their implications for users of the financial statements	15–25%
E. Manage internal and external stakeholders	• I can explain the financial reporting implications of additions to the group • I can explain the behavioural and transfer pricing issues associated with internal trading • I can explain the implications of Integrated Reporting and other sustainability reporting frameworks for the reporting entity and its stakeholders • I can advise on the communication process, taking account of stakeholder needs • I can advise on the negotiation process, taking account of stakeholders' interests and relative bargaining positions • I can assess conflicts and recommend strategies for their resolution	15–25%

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