

Strategic Level FLP Competencies:

| SUBJECTS | F3 | P3 | E3 |
|---------------------|-------------------------------------|----------------------------|-------------------------|
| COMPETENCY 1 | Financial Policies and Objectives | Enterprise Risk Management | Competitive Advantage |
| COMPETENCY 2 | Debt and Equity Finance | Strategic Risk | Strategy Formulation |
| COMPETENCY 3 | Business Valuation and Acquisitions | Internal Control | Strategy Implementation |
| COMPETENCY 4 | Financial Risks | Cybersecurity | Digital Strategy |

Proposed study schedule – Strategic Level FLP

| STRATEGIC LEVEL FLP | | |
|---|---|---|
| SKILLS | WEEK | SKILL DESCRIPTION |
| F3: Financial Strategy | | |
| COMPETENCY 1 | Week 1 | Financial Policies and Objectives |
| COMPETENCY 2 | Week 2 | Debt and Equity Finance |
| COMPETENCY 3 | Week 3 | Business Valuation and Acquisitions |
| COMPETENCY 4 | Week 4 | Financial Risks |
| P3: Risk Management | | |
| COMPETENCY 1 | Week 5 | Enterprise Risk Management |
| COMPETENCY 2 | Week 6 | Strategic Risk |
| COMPETENCY 3 | Week 7 | Internal Control |
| COMPETENCY 4 | Week 8 | Cybersecurity |
| E3: Strategic Management | | |
| COMPETENCY 1 | Week 9 | Competitive Advantage |
| COMPETENCY 2 | Week 10 | Strategy Formulation |
| COMPETENCY 3 | Week 11 | Strategy Implementation |
| COMPETENCY 4 | Week 12 | Digital Strategy |
| STRATEGIC CASE STUDY PREPARATION | | |
| SCS | Week 13 | SCS Preparation 1 – Tutor workshops |
| | Week 14 | SCS Preparation 2 – Study group session |
| | Week 15 | SCS Preparation 3 – Individual studying |
| Exam dates | Week 16 – 17: Case study exam (Results: 2.5 months later) | |

At the Strategic Level, you'll complete your finance professional skill set with new insights and a valuable toolkit to help you lead at the enterprise level. You will earn the following Certificates:

- ✓ Strategy Management Skills Certificate
- ✓ Enterprise Risk Management Skills Certificate
- ✓ Corporate Finance Strategy Skills Certificate
- ✓ Chartered Global Management Accountant (CGMA) Designation

F3: Financial Strategy

COMPETENCY 1: Financial Policies and Objectives

- **Skill 1:** Analyse strategic financial objectives.
- **Skill 2:** Analyse strategic financial strategy for 'not-for-profit' organisations.
- **Skill 3:** Analyse financial policy decisions.

COMPETENCY 2: Debt and Equity Finance

- **Skill 1:** Analyse the capital structure of an organisation.
- **Skill 2:** Evaluate the use of equity finance by an organisation.
- **Skill 3:** Evaluate the use of long-term debt finance and equity finance by an organisation.

COMPETENCY 3: Business Valuation and Acquisitions

- **Skill 1:** Advise on the process and valuations involved in corporate mergers and acquisitions (M&A).
- **Skill 2:** Evaluate the approaches used to arrive at the value of a business organisation.

COMPETENCY 4: Financial Risks

- **Skill 1:** Analyse financial risk and methods of risk assessment.
- **Skill 2:** Recommend common strategies for managing financial risks.

P3: Risk Management

COMPETENCY 1: Enterprise Risk Management

- **Skill 1:** Evaluate ethical issues and the impact on risk and strategy.
- **Skill 2:** Identify and quantify enterprise risk.
- **Skill 3:** Implement a risk management strategy.

COMPETENCY 2: Strategic Risk

- **Skill 1:** Evaluate reputational and governance risks.
- **Skill 2:** Analyse risk associated with formulating strategy.

COMPETENCY 3: Internal Control

- **Skill 1:** Evaluate the role of an effective system of internal control.
- **Skill 2:** Analyse the internal audit process.
- **Skill 3:** Identify the purpose of a system of internal control.

COMPETENCY 4: Cybersecurity

- **Skill 1:** Analyse key elements of a cybersecurity risk management process.
- **Skill 2:** Identify sources of cybersecurity threats and effective governance practices.

E3: Strategic Management

COMPETENCY 1: Competitive Advantage

- **Skill 1:** Apply tools to collect and interpret data to analyse the internal environment and the value chain.
- **Skill 2:** Apply tools to collect and interpret data to analyse the external environment/ecosystem and competition.
- **Skill 4:** Apply tools to collect and interpret data to analyse customers and the product portfolio.
- **Skill 4:** Explain the strategy process.
- **Skill 5:** Discuss the impact of the business ecosystem on organisational strategy.
- **Skill 6:** Construct a SWOT analysis based on the use of appropriate tools and techniques.

- **Skill 7:** Advise on formulation of vision, mission and objectives.

COMPETENCY 2: Strategy Formulation

- **Skill 1:** Discuss management responsibility for strategy.
- **Skill 2:** Recommend how to manage strategic relationships using stakeholder mapping.
- **Skill 3:** Discuss how to generate and develop strategic options.
- **Skill 4:** Evaluate strategic options.

COMPETENCY 4: Strategy Implementation

- **Skill 1:** Advise on how to communicate, enable and support strategy implementation.
- **Skill 2:** Recommend change management methodologies.
- **Skill 3:** Develop a strategic performance management system.
- **Skill 4:** Analyse type and impact of organisational change.

COMPETENCY 5: Digital Strategy

- **Skill 1:** Evaluate the impact of the new digital technologies on customer expectations and the capacity of organisations to deliver value.
- **Skill 2:** Advise on how to formulate, structure and implement digital transformation strategy.

Management Level FLP Competencies:

| SUBJECTS | F2 | P2 | E2 |
|-------------------|-------------------------------|--|-----------------------------|
| COMPETENCY 1 | Advanced Financial Statements | Cost Competitiveness | Business Models |
| COMPETENCY 2 | Long-term Finance | Pricing and Capital Investment Decisions | Organisational Performance |
| COMPETENCY 3 | Group Reporting | Managing risk and uncertainty | Leading and Managing People |
| COMPETENCY 4 | Financial Statement Analysis | | Project Management |
| CASE STUDY | MANAGEMENT CASE STUDY | | |

Proposed study schedule – Management Level FLP

| MANAGEMENT LEVEL FLP | | |
|---|---|--|
| SKILLS | WEEK | SKILL DESCRIPTION |
| F2: Advanced Financial Reporting | | |
| COMPETENCY 1 | Week 1 | Advanced Financial Statements |
| COMPETENCY 2 | Week 2 | Long-term Finance |
| COMPETENCY 3 | Week 3 | Group Reporting |
| COMPETENCY 4 | Week 4 | Financial Statement Analysis |
| P2: Advanced Management Accounting | | |
| COMPETENCY 1 | Week 5 | Cost Competitiveness |
| COMPETENCY 2 | Week 6 | Pricing and Capital Investment Decisions |
| COMPETENCY 3 | Week 7 | Managing risk and uncertainty |
| E2: Managing Performance | | |
| COMPETENCY 1 | Week 8 | Business Models |
| COMPETENCY 2 | Week 9 | Organisational Performance |
| COMPETENCY 3 | Week 10 | Leading and Managing People |
| COMPETENCY 4 | Week 11 | Project Management |
| MANAGEMENT CASE STUDY PREPARATION | | |
| MCS | Week 12 | MCS Preparation 1 – Tutor workshops |
| | Week 13 | MCS Preparation 2 – Study group session |
| | Week 14 | MCS Preparation 3 – Individual studying |
| Exam dates | Week 15 – 16: Case study exam (Results: 2.5 months later) | |

At the Management Level, you'll develop core skills and business acumen while acquiring more advanced tools and frameworks. You will earn the following Certificates:

- ✓ Team Performance Management Skills Certificate
- ✓ Financial Planning and Analysis Skills Certificate
- ✓ Financial Statement Analysis Skills Certificate
- ✓ Advanced Diploma in Management Accounting

F2: Advanced Financial Reporting

COMPETENCY 1: Advanced Financial Statements

- **Skill 1:** Select and apply financial reporting standards to transactions related to financial instruments.
- **Skill 2:** Select and apply financial reporting standards to earning per share and share-based payments.
- **Skill 3:** Select and apply financial reporting standards to revenue recognition.
- **Skill 4:** Select and apply financial reporting standards to lease accounting for lessors.
- **Skill 5:** Select and apply financial reporting standards to accounting for income taxes.
- **Skill 6:** Explain the concepts of integrated reporting and how an organisation creates value, in the context of its external environment, over time.
- **Skill 7:** Select and apply financial reporting standards to provisions, contingent liabilities and contingent assets.
- **Skill 8:** Select and apply IAS 24 to various related party transactions.
- **Skill 9:** Select and apply financial reporting standards to transactions related to intangible assets.

COMPETENCY 2: Long-term Finance

- **Skill 1:** The capital markets and methods for raising long-term finance.
- **Skill 2:** Sources of long-term finance.
- **Skill 3:** Calculate the cost of raising debt finance.
- **Skill 4:** Calculate the cost of long-term finance.

COMPETENCY 3: Group Reporting

- **Skill 1:** Produce financial statements for a group with certain complex group scenarios.
- **Skill 2:** Produce consolidated financial statements for a group.

COMPETENCY 4: Financial Statement Analysis

- **Skill 1:** Use financial ratios and other methods to assess financial performance, position, adaptability and prospects.
- **Skill 2:** Interpret the results of financial statement analysis to assess financial performance, financial position, adaptability, and prospects of an organisation.

P2: Advanced Management Accounting

COMPETENCY 1: Cost Competitiveness

- **Skill 1:** Analyse techniques for driving profitability and adding value for the customer.
- **Skill 2:** Discuss techniques for enhancing long-term profits.
- **Skill 3:** Advise managers on the use of management techniques for quality, efficiency, and continuous improvement.

- **Skill 4:** Advise managers on the use of activity-based techniques to support decision-making.

COMPETENCY 2: Pricing and Capital Investment Decisions

- **Skill 1:** Advise on the decision-making process and the evaluation of capital investment projects.
- **Skill 2:** Use appropriate investment appraisal techniques to evaluate capital investment projects.
- **Skill 3:** Discuss pricing strategies and analyse potential financial consequences.

COMPETENCY 3: Managing risk and uncertainty

- **Skill 1:** Use information systems and data to manage risk.
- **Skill 2:** Discuss the risks and uncertainties that organisations face.
- **Skill 3:** Use quantitative techniques to analyse risks.
- **Skill 4:** Discuss how the risks associated with a medium-term decision can be managed.

E2: Managing Performance

COMPETENCY 1: Business Models

- **Skill 1:** Identify elements of a business model and apply a business model framework.
- **Skill 2:** Explain the elements of an organisational ecosystem and identify tools for analysing operating environments.

COMPETENCY 2: Organisational Performance

- **Skill 1:** Evaluate the effects of a transfer pricing system on decision making and organisational performance.
- **Skill 2:** Analyse and report on the performance of operating divisions using financial and nonfinancial indicators.
- **Skill 3:** Advise on performance reporting of organisational units and how to avoid dysfunctional decision making.

COMPETENCY 3: Leading and Managing People

- **Skill 1:** Discuss effective communication skills.
- **Skill 2:** Advise how to develop performing teams.
- **Skill 3:** Analyse organisational culture to advise on the management of the organisation.
- **Skill 4:** Discuss techniques and approaches for managing individuals' performance.
- **Skill 5:** Understand key leadership and management concepts.

COMPETENCY 4: Project Management

- **Skill 1:** Manage organisational change and resistance to change.
- **Skill 2:** Apply project management tools and skills.

Operational Level FLP Competencies:

| SUBJECTS | F1 | P1 | E1 |
|--------------|--------------------------|----------------------------|---------------------------------|
| COMPETENCY 1 | Regulatory Environment | Cost Accounting | Finance Function Transformation |
| COMPETENCY 2 | Financial Statements | Budgeting and Planning | Finance Business Partnering |
| COMPETENCY 3 | Principles of Taxation | Short-Term Decision Making | Data and Analytics |
| COMPETENCY 4 | Managing Working Capital | | |
| CASE STUDY | OPERATIONAL CASE STUDY | | |

Proposed study schedule – Operational Level FLP

| MANAGEMENT LEVEL FLP | | |
|---|---|---|
| SKILLS | WEEK | SKILL DESCRIPTION |
| F1: Financial Reporting | | |
| COMPETENCY 1 | Week 1 | Regulatory Environment |
| COMPETENCY 2 | Week 2 | Financial Statements |
| COMPETENCY 3 | Week 3 | Principles of Taxation |
| COMPETENCY 4 | Week 4 | Managing Working Capital |
| P1: Management Accounting | | |
| COMPETENCY 1 | Week 5 | Cost Accounting |
| COMPETENCY 2 | Week 6 | Budgeting and Planning |
| COMPETENCY 3 | Week 7 | Short-Term Decision Making |
| E1: Digital Finance | | |
| COMPETENCY 1 | Week 8 | Finance Function Transformation |
| COMPETENCY 2 | Week 9 | Finance Business Partnering |
| COMPETENCY 3 | Week 10 | Data and Analytics |
| OPERATIONAL CASE STUDY PREPARATION | | |
| OCS | Week 11 | OCS Preparation 1 – Tutor workshops |
| | Week 12 | OCS Preparation 2 – Study group session |
| | Week 13 & 14 | OCS Preparation 3 – Individual studying |
| Exam dates | Week 15 – 16: Case study exam (Results: 2.5 months later) | |

The Operational Level teaches essential business concepts and establishes a strong foundation in technical finance and accounting. You will earn the following Certificates:

- ✓ Digital Finance Skills Certificate
- ✓ Budget and Cost Analysis Skills Certificate
- ✓ Finance Reporting Skills Certificate
- ✓ Diploma in Management Accounting

F1: Financial Reporting

COMPETENCY 1: Regulatory Environment

- **Skill 1:** Describe the key elements of the global regulatory environment for financial reporting, and the role of corporate governance in the financial reporting process.

COMPETENCY 2: Financial Statements

- **Skill 1:** Describe the purpose of the IASB's conceptual framework and understand the characteristics of useful financial information, including key accounting and financial reporting concepts that underlie it.
- **Skill 2:** Apply recognition and measurement criteria included in introductory accounting standards and prepare a basic set of financial statements.

COMPETENCY 3: Principles of Taxation

- **Skill 1:** Distinguish between and identify features of different types of taxes.
- **Skill 2:** Prepare a basic corporate tax calculation.
- **Skill 3:** Identify important tax implications of operating in a foreign country.

COMPETENCY 4: Managing Working Capital

- **Skill 1:** Identify sources and types of short-term financing.
- **Skill 2:** Define operating and cash cycles and calculate key working capital ratios.
- **Skill 3:** Select and use techniques to manage working capital.
- **Skill 4:** Business simulation assignment

P1: Management Accounting

COMPETENCY 1: Cost Accounting

- **Skill 1:** Define costing and explain the application of costing concepts
- **Skill 2:** Apply costing methods to deliver information which helps with planning, control and decision making.

COMPETENCY 2: Budgeting and Planning

- **Skill 1:** Prepare operating budgets and explain how they are used to manage performance.
- **Skill 2:** Know how to use a budget to exercise control over the operations of my organisation.

COMPETENCY 3: Short-Term Decision Making

- **Skill 1:** Produce quantitative analyses to support short-term tactical decisions.
- **Skill 2:** Apply cost/volume/profit analysis for organisations with multiple products or services.
- **Skill 3:** Explain the nature of uncertainty in the short term and apply basic tools and techniques to improve information for decision making.

E1: Digital Finance

COMPETENCY 1: Finance Function Transformation

- **Skill 1:** Explain how the finance function works cross-functionally to achieve strategic objectives.
- **Skill 2:** Recognize the importance of a digital mindset and ways to leverage technology.
- **Skill 3:** Explain finance function transformation in the digital age.

COMPETENCY 2: Finance Business Partnering

- **Skill 1:** Explain how to organise business, the purpose, types and common features of organisations.
- **Skill 2:** Explain the main functions of a business and how finance business partnering supports performance.

COMPETENCY 3: Data and Analytics

- **Skill 1:** Identify ways in which the finance function uses data.
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