

CIMA

Chartered Institute of
Management Accountants

Management accounting resources catalogue

Your guide to online resources



www.cimaglobal.com/resources



Welcome to the online resources catalogue from CIMA, the Chartered Institute of Management Accountants.

CIMA is the only international accountancy body with a key focus on business. It is a world leading professional institute that offers an internationally recognised qualification in management accounting, with a full focus on business, in both the public and private sectors.

Within this catalogue you will find details of some of our innovative publications, all written to be relevant to today's business environment. Topics range from corporate reporting to pensions and from risk management to decision making.

Included are a selection of CIMA's sponsored research reports and shorter summaries. These provide focus and insight for finance professionals in both the private and public sectors and further develop the science of management accounting.

We hope that you will find these publications useful. We welcome any feedback you may have via email: innovation.development@cimaglobal.com

Happy browsing!

Richard Mallett
Technical Director, CIMA Innovation and Development

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Improving decision making in organisations: the opportunity to transform finance

Peter Simons

ISBN: 987-1-85971-594-9

September 2007

PDF 1.22MB

Improving decision making could become the key to superior business performance. This report shows how leading organisations have benefited from finance transformation. They have improved the efficiency of their finance and accounting operations, and engaged finance professionals to improve decision making across the business. It includes case studies, experiences and opinions from members of the CIMA Improving Decision Making in Organisations forum.

www.cimaglobal.com/decisionmaking



Improving decision making in organisations: finance business partners (coming soon)

For many organisations, developing people who can combine financial disciplines and business understanding is still work in progress. The precise roles, the necessary skills, how best to develop those skills and how to measure and manage performance are not yet clear. The report combines insights from the CIMA Forum, from academic research, from major consultancies and from people working in these roles.

Improving decision making in organisations: unlocking business intelligence

Peter Simons

ISBN: 978-1-85971-602-1

September 2008

PDF 1.4MB

The role of the finance function is being transformed, while business intelligence (BI) has matured as a technology and expanded to include the reporting and analysis techniques used by accountants. Business leaders and management accountants need to be aware of the opportunity to reshape decision making and improve performance. The report urges management accountants to consider the potential for BI in their business and to help develop and implement a BI strategy.



www.cimaglobal.com/decisionmaking

Maximising shareholder value: achieving clarity in decision making

Danka Starovic,

Stuart Cooper and

Matt Davis

January 2005

PDF 162KB

There are a number of ways to define, measure and pursue shareholder value in listed companies. The main focus of this report is a management approach commonly known as value-based management (VBM). This is defined as 'a management process which effectively links strategy, measurement and operational processes creating shareholder value.' The authors look at each of these elements in turn and describe how they link into a comprehensive philosophy of management.

www.cimaglobal.com/technicalreports

Managerial judgement and strategic investment decisions

Clive R. Emmanuel,
Elaine Harris and Samuel
Komakech

ISSN: 1744-7038

June 2008

PDF 100KB

There are various stages in the strategic investment decisions (SIDs) process identified in this research summary, which accountants and other managers are consulted and where agreement facilitated. The study explores the three main managerial judgement issues (heuristics, framing and consensus) and is informed by cognitive psychology and organisational behaviour literature. It builds on prior case based research to provide a conceptual basis for future SID research.

www.cimaglobal.com/researchexecsummaries

Strategy under stress

CIMA

ISBN: 978-1-85971-613-7

March 2009

PDF 387KB

An economic downturn requires management to make some hard decisions without delay. The difference between 'quick' and 'hasty' decision making, however, is disciplined strategic thinking. The report sets out a series of key questions that managers can use to drive strategic thinking at all levels of their organisation. The aim is to help managers contribute to, and lead, discussions at board level around strategies for survival and growth beyond the current economic downturn.

www.cimaglobal.com/enterprisegovernance





The benefits of e-business performance measurement systems

David Barnes and
Matthew Hinton
ISSN: 1744-7038
December 2006
PDF 61KB

Organisations in the UK have adapted their performance measurement systems and practices because the adoption of e-business models has resulted in changes in their business operations. The research investigates these adaptations and suggests that good practice in e-business performance measurement does not necessarily have to follow the so-called 'best practice' prescriptions presented in the academic literature.

www.cimaglobal.com/researchexecsummaries

Effective performance management with the balanced scorecard

Liz Murby and Stathis Gould
July 2005
PDF 227KB

Since the balanced scorecard first appeared as a management tool, there have been various developments in 'scorecard thinking', in particular the key role of strategy mapping. The report outlines how facing ever-changing operating conditions, the scorecard has developed over the last ten years, to support different organisational 'missions' - from profit maximisation to service delivery or resource optimisation.

www.cimaglobal.com/technicalreports





Enterprise governance - getting the balance right

**CIMA and IFAC
(International Federation of
Accountants)
February 2004
PDF 733KB**

There is a need to balance work needed to satisfy corporate governance requirements with successful organisational performance to ensure the generation of long term shareholder value. The report highlights and examines this balance using numerous case studies from companies around the world to demonstrate what can go wrong in an organisation, but also what works. It also introduces the CIMA Strategic Scorecard™ as a way of bridging the strategic oversight gap. An executive summary is also available.

www.cimaglobal.com/executivereports

The role of the non- executive director: making corporate governance work

**Danka Starovic and
Cathy Hayward
April 2003
PDF 312KB**

Still relevant today, this guide was published in response to the controversial Higgs report on non-executive directors. It emphasises the role that finance professionals can play in ensuring good governance by providing relevant and timely information to their boards. It explains the wider context of corporate governance to those who may have little involvement with the inner workings of a boardroom.

www.cimaglobal.com/technicalguides

CIMA Strategic Scorecard™: boards engaging in strategy

Gillian Lees

ISBN: 981-1-85971-587-1

April 2007

PDF 503KB

The CIMA Strategic Scorecard™ can be used as a tool to bring all your strategic information together in a summarised and consistent format. This will assist a board of directors in balancing time spent on strategy with that spent on governance issues. The report outlines what the scorecard is and how it can be adopted in any organisation. Includes a suggested methodology and tools and techniques to assist with implementation. A shorter executive summary is available.



www.cimaglobal.com/strategicscorecard

Report Leadership: tomorrow's reporting today

Report Leadership Group

November 2006

Report Leadership is a coalition between CIMA, PricewaterhouseCoopers and Radley Yeldar aimed at maintaining the health and relevance of corporate reporting. The group's aim was to develop simple, practical ways to improve narrative and financial reporting. The group generated an annual report for a fictitious company called Generico.



www.reportleadership.com

Online reporting

Report Leadership Group
2007
PDF 3MB

Corporate reporting should be more informative and accessible. The challenge is to provide the information investors need without swamping them with unnecessary detail. How can companies best use the internet to do this? The publication outlines our news on online annual reports.

[www.reportleadership.com/
online_reporting](http://www.reportleadership.com/online_reporting)



Executive remuneration

Report Leadership Group
2007
PDF 694KB

Concerns about remuneration apply to the reward schemes themselves, as well as the way they are reported. The report focuses on disclosure and presentation, rather than on devising a model remuneration plan. The aim of the report is to make details of remuneration schemes more transparent to users, not to intervene in the way executive rewards are structured. All the ideas in this report have been developed through an interactive process with investors.

www.reportleadership.com





Take a look at some examples

Report Leadership Group
2008
PDF 436KB

The report gives some examples from the latest batch of annual reports. Included are the linkage of strategic objectives, performance and key risk factors by 3i, Aviva's range of options for effective online communications and a clear presentation of key executive remuneration information from BAE Systems.

www.reportleadership.com/bestpractice



Financial reporting supply chain

CIMA
ISBN: 978-1-8597-599-4
May 2008
PDF 386KB

Financial reporting has changed radically over the past 10 years. New technology and more sophisticated performance metrics have increased the amount and quality of information generated by businesses. The International Federation of Accountants (IFAC) commissioned a project to discover the effects of developments in the financial reporting process over the past five years. This report summarises the findings of the IFAC survey and interviews, and includes candid opinions from named financial leaders who attended a CIMA hosted round table debate.

www.cimaglobal.com/executivereports





Reforming the reporting of pensions: CIMA comments on the Accounting Standards Board's paper on the financial reporting of pensions

CIMA

ISBN: 978-1-8597-607-6

December 2008

PDF 353KB

CIMA is committed to improving the accounting for, and understanding of, company pension obligations. The aim of this paper is to summarise the issues raised in the recent Accounting Standards Board (ASB) paper and to offer CIMA's perspective on those issues, with a view to influencing the debate in this area during the redeliberation process of the ASB's work.

www.cimaglobal.com/resources



Complexity, relevance and clarity of corporate reporting: the views of CIMA FTSE 350 Directors

CIMA

ISBN: 978-1-85971-615-1

January 2009

PDF 130KB

Over the past 10 years, a raft of additional reporting burdens has been placed on businesses and many of the existing requirements have also changed in that period. The Financial Reporting Council (FRC) launched a project to review the complexity and relevance of current corporate reporting requirements and CIMA has taken the opportunity to contribute to the debate. This report summarises the views of some CIMA members who are Directors of FTSE350 companies.

www.cimaglobal.com/resources



Accounting for ethical, social, environmental and economic issues: towards an integrated approach

Carol Adams and
Geoff Frost

ISBN: 1744-7038

September 2006

PDF 61KB

Sustainability reporting and sustainability issues have received increased attention from corporations, the media, policy makers and the accounting profession. This report explores the extent to which sustainability information published by companies meets the needs of external stakeholders on ethical, social and environmental issues. It also looks at whether this information is used by managers for strategic decision making.

www.cimaglobal.com/researchexecsummaries

Accounting for sustainable development performance

Jan Bebbington

ISBN: 1744-7038

December 2006

PDF 66KB

The author offers a variety of responses to the sustainable development agenda for you to explore and introduces the sustainability assessment model (SAM) through a case study of BP. A full copy of the research can be purchased via www.cimapublishing.com.

www.cimaglobal.com/researchexecsummaries

The burden of complying with employment and environmental regulation

John Hasseldine,
Thérèse Woodward and
Ann Hansford

ISSN: 1744-7038

June 2006

PDF 78KB

With all regulation and legislation there is a cost of complying. The research summarised here assesses UK businesses' perception of employment and environmental regulation in terms of: compliance costs; quality of regulations and formalities; quality of administration of regulations; and innovation and barriers to trade.

www.cimaglobal.com/researchexecsummaries

Emissions trading and the management accountant

Malcolm Hill,
Laura McAulay and
Adrian Wilkinson

ISBN: 1-85971-580-X

September 2006

PDF 99KB

Global initiatives in emissions trading are numerous and complex, involving governmental policy, regulatory and other developments. Among these initiatives, the European Union Emissions Trading Scheme (EUETS) and the Kyoto Protocol are likely to demand new organisational competences to which management accountants will need to respond. The report introduces the broader context of emissions trading and will help finance professionals to contribute to the development of appropriate strategies, policies and reporting systems.

www.cimaglobal.com/researchfullreports



Operating and Financial Review (OFR) and sustainability round table: examining the impact of the OFR on sustainable development and corporate reporting

Danka Starovic and

Arlo Brady

June 2005

PDF 103KB

There are still valuable insights to be gained from discussions reported here by a wide range of experts on the impact of the OFR on sustainability reporting. The report covers OFR content and key performance indicators, investors and investor pressure and includes a section on shareholders versus stakeholders.

www.cimaglobal.com/technicalreports

Managing Responsible Business

Danielle Cohen

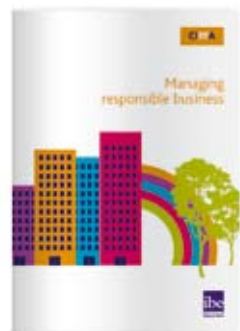
ISBN: 978-1-85971-601-4

July 2008

PDF 2MB

Eighty four per cent of finance professionals believe that business has a moral obligation to help address global issues. Despite this, there appears to be a lack of practical action, with only one third of the organisations surveyed publicly reporting on ethical performance and corporate social responsibility. This report explores how companies are managing their ethical performance and the implications for the finance function.

www.cimaglobal.com/responsiblebusiness



Apocalyptic demography: putting longevity risk in perspective

CIMA Pensions Advisory
Group

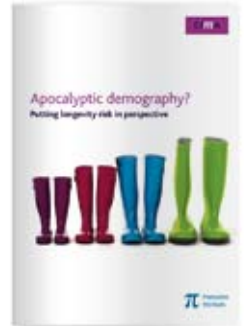
ISBN: 978-1-85971-596-3

April 2008

PDF 1.8MB

According to the Pensions Regulator, if the life expectancy for a male currently aged 60 is underestimated by two years, this could understate the value of his pension by around 5%. Age is the dominant determinant of life expectancy, but it is also influenced by gender, social class and lifestyle. The report looks not only at the issues which shape the current life expectancy of pension scheme members but also at the trends in the rate of improvement in life expectancy.

www.cimaglobal.com/pensions





Corporate reputation: perspectives of measuring and managing a principal risk

Garry Honey and

Arlo Brady

ISBN: 978-1-85971-592-5

July 2007

PDF 676KB

Stimulate discussion and debate on the key issues surrounding reputation and make a meaningful contribution towards the development of good practice principles in terms of reputation risk management. The report contains valuable insights from interviews conducted with a number of key industry players from a range of perspectives that the finance professional should be aware of, along with a number of case studies.

www.cimaglobal.com/corporatereputation



Fraud risk management

Helenne Doody

ISBN: 978-1-85971-611-3

January 2009

PDF 1.62MB

Management accountants can play a significant role in the development and implementation of fraud prevention and internal control systems within their organisations. The report covers: the extent, patterns and causes of fraud; an overview of risk management; fraud prevention, identifying fraud; and responding to fraud.

www.cimaglobal.com/fraud



Transparency and accountability: using better data to drive performance in the NHS

CIMA with significant input from Nigel Cooke at Deloitte Consulting
ISBN: 978-1-85971-604-5
November 2008
PDF 470KB

The NHS is undergoing a major organisational reform, including changes to its regulatory arrangements. It also faces lower levels of financial growth at a time of rising public expectations. Against this background, the report considers the interrelated initiatives of service line reporting (SLR), service line management (SLM) and the use of patient-level information and costing systems (PLICS). The report includes a review of 10 key issues that NHS Trusts will wish to consider before making improvements to their performance management and information systems.
www.cimaglobal.com/resources

Raising the standard of performance reporting in the NHS

CIMA/HFMA NHS
Performance Reporting
Project Group
August 2004
PDF 497KB

Effective management of performance is a key success criterion for all organisations in today's NHS. This report shows how boards of NHS organisations need good quality information and reliable data to make the right decisions on where effort should be focused to aid better clinical outcomes, service delivery and efficiency.
www.cimaglobal.com/technicalguides



Doing the business: embedding financial management skills in government

HM Treasury Financial Skills
Advisory Panel
February 2008
PDF 1.56KB

The best organisations understand the need for good financial management. They have taken steps to develop financial management skills throughout their operations so that every business decision is made with a proper understanding of its financial implications. The report summarises research that demonstrates that improved performance and financial management is an important part of current public sector reform and is crucial for the delivery of cost-effective public services.

<http://thegfp.treasury.gov.uk>



Doing the business: managing performance in the public sector – an external perspective

HM Treasury Financial Skills
Advisory Panel
February 2008
PDF 1.58KB

Good performance management is vital to any organisation. There is a culture of sustainable continuous improvement in all the very best performing organisations, both private and public. This report draws on the lessons learned from the recent Whitehall Capability Reviews and from external assessments made of local government, the NHS and the police. It aims to describe what a high performing public sector organisation looks like and provides guidance, including a toolkit, on how to become one.

<http://thegfp.treasury.gov.uk>





In-year financial forecasting in the NHS

CIMA NHS Group

ISBN: 978-1-85971-589-5

July 2007

PDF 251KB

This report includes the results of a survey of current forecasting practices in order to help the NHS finance function improve the accuracy of financial forecasting. Presents recommendations for good practice.

www.cimaglobal.com/nhsforecasting



Re-inventing budgeting: the impact of third way modernisation on local government budgeting

Will Seal and Amanda Ball

ISSN: 1744-7038

September 2006

PDF 99KB

Local government in the UK is an economically important sector, with local expenditure accounting for 25% of total public expenditure and 10% of national income. It is also a major player in the delivery of public services, with responsibility for education, social services and the environment. However, local government is not just about service delivery, as local authorities are democratically elected and have an explicit political dimension. The executive summary undertakes an empirical examination of budgetary practice in two large local authorities in England.

www.cimaglobal.com/researchexecsummaries

Tracing intellectual capital cash flows

Irene Herremans,
Robert Isaac and Alan Bays
ISSN: 1744-7038
February 2008
PDF 112KB

The study represents an initial exercise in tracing the use of a specific stock of intellectual capital elements (ICEs) to the cash flows they generate from their use on client projects. The findings of the study demonstrate that ICEs can be tracked over time to assess their individual contributions towards company cash flows.

www.cimaglobal.com/researchexecsummaries

Don't blame the tools: the adoption and implementation of managerial innovation

Elizabeth Daniel,
Andrew Myers and
Keith Dixon
ISSN: 1744-7038
August 2008
PDF 117KB

Managers in all types of organisations must continuously seek to improve the profitability, service or other performance criteria of their organisations, or at least be seen to do so. The report explores the link between the decision to adopt a new management idea or tool, and the subsequent implementation process. The balanced scorecard is used as an example.

www.cimaglobal.com/researchexecsummaries





Improving cash flow using credit management (coming soon)

Efficient cash flow is a primary indicator of business health, and is vital when access to cash is difficult or expensive. Implementing good credit management policies can improve cash flow even in buoyant economic times. In difficult times it can help deal with the increased risk to businesses of customers defaulting on credit. The report looks at the cash flow cycle, working capital and credit management, and illustrates why cash flow management is essential for business.

Understanding corporate value: managing and reporting intellectual capital

Danka Starovic and
Bernard Marr
June 2003
PDF 128KB

Access the challenging areas of intellectual capital measurement and valuation in this report, which includes the Skandia Navigator and Ericsson's Cockpit Communicator. It also highlights knowledge management, incorporating the knowledge process wheel, and the reporting of intellectual capital.

www.cimaglobal.com/technicalreports

Accounting for new organisational forms: the case of subcontracting and outsourcing

**Mahmoud Ezzamel;
Jonathan Morris and
Julia Smith**
ISBN: 1-85971-577-X
August 2006
PDF 350KB

New organisational forms are brought about by globalisation and developments in technology, and are generally flatter, leaner, less hierarchical and more flexible than the traditional bureaucratic forms. This move has been spurred by the growth in subcontracting and outsourcing by organisations in order to focus on their core activities. The report identifies key questions which assess the use of new organisational forms in contemporary UK business, and the consequent implications.

www.cimaglobal.com/researchfullreports

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