

EXAMPLE OF A CAREER PROGRESSION MODEL FOR CONTINUOUS PROFESSIONAL LEARNING & DEVELOPMENT FOR CMAs

Career Phase	Role	Require Knowledge, Skills and Attributes	Acquisition of Knowledge
CMA at Career Peak	Strategic Leader ③ Decision Maker	<ul style="list-style-type: none"> ▪ Strategic Vision ▪ Process Management Skills ▪ Strategic Leadership Skills ▪ Consultative Skills ▪ Strategic Management Accounting & Finance Skills ▪ Business Functions 	Continuous Professional Learning And Development Accreditation Process
CMA at Mid Career	Tactical Leader Decision Maker Provider of Business Advice	<ul style="list-style-type: none"> ▪ Process Management Skills ▪ Strategic Management Accounting & Finance Skills ▪ Strategic Leadership Skills ▪ Business Functions ▪ Management Skills ▪ Consultative Skills 	
Recent CMA Graduate	Provider of Business Advice and Information ②	<ul style="list-style-type: none"> ▪ Business Functions ▪ Process Management Skills ▪ Integrative Skills ▪ Decision Support Skills ▪ System Design Skills ▪ Management Skills 	
Accreditation Candidate	Provider of Information and Business Advice	<ul style="list-style-type: none"> ▪ Advanced Management Accounting & Finance Skills ▪ Process Management Skills ▪ Business Functions ▪ Leadership Skills ▪ Integrative Skills ▪ Communication Skills ▪ Decision Support Skills ▪ System Design Skills 	
Pre-Professional Member	Provider of Information ①	<ul style="list-style-type: none"> ▪ Technical Skills ▪ Business Functions ▪ Communication Skills ▪ Decision Support ▪ System Design 	
Career Phase 1 - 2 2 - 3	Acquisition of Knowledge, Skills & Attributes By Education, Examination, Experience By Experience, Education, Evaluation		

Definitions

Business Functions

This phrase connotes a comprehension of the component elements of an enterprise within an integrative framework that comprise the member's specific business and its positioning within the competitive market place.

Communication Skills

Communication skills enable a member to organize data in a logical fashion and to present results to others in a coherent and professional manner, using appropriate techniques.

Competence

Competence implies being able to perform a work role to a defined standard, with reference to real working environments. Competence is assessed by a variety of means, including workplace performance, simulations, written tests or self-assessment.

Consultative Skills

Consultative skills refers to the cluster of knowledge, skills and attributes that enable a member to assess current circumstances, develop strategies for growth and development, and to implement recommendations, taking into account the change management process.

Education

Education refers to systematic instruction which is normally but not necessarily conducted within an institution of learning. Education may also encompass learning conducted in other environments such as in the workplace.

Examination

Examination is the process whereby the knowledge or abilities of learners is tested.

Experience

Experience refers to learning which occurs as a result of observation or acquaintance with actual developments, events or processes.

Decision Support

Decision support is the cluster of technical skills that are employed by members to provide data, interpretation, and analysis to management.

Interpretive Skills

Interpretive skills enable members to analyze and review data, to distinguish among issues of varying degrees of importance, to analyze and select from alternatives, and to suggest appropriate solutions.

Management Skills

Management skills are those processes which facilitate the acquisition, allocation and utilization of physical and human resources to accomplish established goals.

Organizational Principles

Organization principles connote an understanding of behaviour and motivation of individuals and groups; a knowledge of organizational structure or culture and behaviour of individuals and groups therein and the ability to design a structure to facilitate communication, problem-solving and goal congruence.

Professional Learning and Development

Professional learning and development refers to a continuous process of development or maintenance of knowledge, skills or attributes which may arise from professional experience or occur within a structured learning environment.

Process Management

Process management provides the means to understand, measure, and react to what customers see as value. It is the management of essential activities that span functional boundaries linking together human resources, management proficiencies and technologies to enable an organization to focus its strategy and to increase its value to its customers.

Definitions

Strategic Leadership Skills

The contemporary understanding of strategic leadership skills encompasses the facilitation, coaching, team building and motivational processes that establish direction, build capabilities and implement continuous planned change within the organization.

Strategic Management Accounting

Strategic management accounting is that galaxy of tools and approaches that enable enterprises to function more effectively in a competitive environment by providing a framework for process management in order to deliver enhanced value to stakeholders.

Strategic Vision

This refers to an individual's ability to conceive and articulate a future position for an organization.

System Design

System design involves the creation of structures to capture, analyze and control information in order to facilitate business processes.

Technical Skills

These skills comprise the components of the CMA Entrance Examination Syllabus, primarily accounting, finance, management, quantitative analysis, human resources, and information technology.

Training

Training includes work-based learning and experience activities for developing an individual's competence to perform tasks relevant to the role of a professional accountant.

Learning Unit

Input Based Requirement

Output Based Requirement