CIPFA \ The Chartered Institute of
Public Finance & Accountancy

Business and Change Management

The Business and Change Management module (BCM) is designed to develop a strong understanding of the issues involved in delivering successful business change. It is vital in all organisation contexts, including today's constantly changing modern public services, that the finance professional, as a key stakeholder, is able to contribute fully and effectively to the process, particularly in the roles of enabler and innovator and business partner, but also as a leader.

The module focuses on the practical aspects of delivering business change and implementing successful projects and programmes. Students learn the techniques that are required to plan for change, including the key role of commissioning, procurement and contract management and the tasks involved in managing projects and running programmes. Students will also develop an understanding of the integral aspects of people management and process improvement.

The focus is on understanding how to get the process of business change delivery right rather than simply describing the elements involved.

BCM is linked particularly to the Strategy and Policy Development and Financial Management modules. These modules will provide the candidates with the knowledge and skills to develop an organisation's strategy and evaluate the financial implications of the options chosen. The development of analytical and evaluative skills in BCM helps to prepare students for the Strategic Public Finance module at the Strategic stage, which will cover the detailed development of a business case.

Syllabus topics

A	Managing projects including the specific issues associated with IT projects and process change	30%
B	Managing programmes successfully to deliver change	20%
C	Managing and embedding change	20%
D	Commissioning change and procuring goods and services	30%

Other information, including assessment

Prior knowledge:	Financial Accounting (ethical principles)
Standards:	n/a
Validity:	2022 examinations
Assessment:	A 150 minute exam with 75 marks available consisting of: 6 short form questions of 5 marks each and 3 longer scenario questions of 15 marks each. The pass mark is 50%.

Overall Aim	Learning outcome	Content

A **Discuss, evaluate and apply key tools and techniques to ensure the successful management of projects including the specific issues associated with IT projects and process change (30%)**	A1 Discuss, evaluate and apply the tools and techniques required to plan and control a project	i) Benefits of PRINCE2 project management method
		ii) Waterfall and agile approaches
		iii) Project mandate
		iv) Project start up and initiation and the Project Initiation Document
		    a. stakeholders and governance structures including the role of the accountant and the finance director
		    b. defining the business case, the outputs and the measures of quality and success
		v) Detailed project planning
		    a. Project stages
		    b. Product hierarchies and the work breakdown structure
		    c. Establishing dependencies including interpretation of network diagrams and Gantt charts (NB construction not required)
		    d. Communications plans
		vi) Managing risk
		    a. Identifying risks
		    b. Assessing risk and risk appetite
		    c. Addressing risk and the 4T model
		    d. Documenting risk – use of a Risks Assumptions Issues Dependencies (RAID) log
		    e. Government Gateway reviews

	A2 Discuss the importance of the post-project review process	i) Closing out a project ii) Post-project review
	A3 Discuss and evaluate the specific project management issues arising in IT projects	i) Consequences of inadequate planning in IT projects ii) Acquisition methods including buy or build and SaS, host or cloud iii) Systems development lifecycle iv) The importance of e-commerce and e-

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		government v) Impact of information systems legislation

	A4 Discuss, evaluate and apply the key models used in projects to deliver process improvement	i) Lean thinking
		    a. Elimination of waste and Kaizen
		    b. Six Sigma
		    c. Combining Kaizen and Six Sigma approaches
		    d. Value analysis
		    e. Just in time production and purchasing systems
		ii) Servqual
		iii) Identifying quality problems

B Discuss, evaluate and apply techniques to deliver successful programmes (20%)	B1 Discuss, evaluate and apply techniques to identify and define programmes	i) Distinction between projects and programmes
		ii) The importance of stakeholders
		iii) Link to organisational objectives
		iv) Sponsoring a programme
		v) Programme mandate
		vi) Identification of a programme
		    a. Programme brief
		    b. Programme preparation plan
		vii) Programme definition
		    a. Programme structure including the role of the finance professional
		    b. Vision statement
		    c. Developing the blueprint
		    d. Benefits management – identification of benefits, benefit maps and profiles and the benefit realisation plan
		    e. Developing the projects portfolio including dependencies and tranche planning
		    f. Confirming the business case and Gateway review

Overall Aim	Learning outcome	Content

	B2 Discuss, evaluate and apply techniques to manage and control programmes	i) Managing the tranches
		 ii) Delivering the capability (overview only)
		 iii) Realising the benefits
		 iv) Governance strategies
		     a. Risks and issues
		     b. Quality management
		     c. Assurance management
		 v) Closing a programme

C Discuss, evaluate and apply approaches and techniques to plan for change, manage the change process and embed new ways of working (20%)	C1 Discuss, evaluate and apply approaches and techniques to plan for change	i) Classifying change
		 ii) Building the case for change and the change vision
		 iii) Use of a change agent
		 iv) Effective leadership including
		     a. McGregor's Theory X and Theory Y
		     b. Likert's leadership styles
		     c. Adair's action centred leadership
		 v) Organisational culture - the cultural web and innovative cultures
		 vi) Practical ways to motivate staff
		     a. Maslow's hierarchy of needs
		     b. Herzberg's hygiene and motivating factors
		     c. Expectancy theory
		     d. Goal setting theory
		 vii) Planning for change and the change kaleidoscope

	C2 Discuss, evaluate and apply approaches and techniques to manage the change process	i) Lewin's Three Stage Change Model
		 ii) Resistance and barriers to change including
		     a. Lewin's force field analysis
		     b. The psychological contract
		     c. The Kubler-Ross change curve
		 iii) Kotter's strategies for change
		 iv) Effective communication and conflict resolution

	C3 Discuss, evaluate and apply approaches and techniques to embed new ways of working	i) Management by Objectives ii) Team building and group effectiveness iii) Development and appraisals iv) Rewards to reinforce success v) Job design and delegation

| D | Discuss, evaluate and apply techniques to commission services to bring about change and achieve strategic outcomes, and to procure the goods, works and services required by a business (30%) | D1 Discuss, evaluate and apply techniques to commission services to bring about change and achieve strategic outcomes | i) The meaning of and need for commissioning
ii) Commissioning organisations
iii) The commissioning cycle
iv) The importance of stakeholder engagement
v) Analysis phase
    a. Needs and demands assessment
    b. Service provision review
vi) Planning phase
    a. Gap analysis
    b. Commissioning strategy
    c. Service design
vii) Securing services
    a. Market facilitation
    b. Market position statement
    c. Shaping the market
    d. Market intervention
viii) Review phase
    a. Measuring performance
    b. Managing poor performance
ix) Decommissioning |

	D2 Discuss, evaluate and apply techniques to procure the goods, works and services required by a business	i) Ensuring integrity in the procurement process
		ii) Procuring sustainably
		iii) Strategic procurement activities
		    a. Procurement strategy
		    b. Supply market analysis
		    c. Category management
		iv) Tactical procurement activities
		    a. Supplier selection including preferred and internal suppliers
		    b. The tender process
		    c. Contract specification including pricing bases, cost estimates and evaluation criteria
		    d. Contract negotiation including gain sharing and retentions
		    e. Contract monitoring
		v) E-procurement
		    a. Advantages and drawbacks
		    b. Reverse auctions
		    c. E-tendering