

# Business (General) Management Chart of Competency\* (20 Areas, 51 Units, 139 Elements)

(Individual competencies may be assessed in terms of unit or element. Each unit/element has its own dedicated matrix that contains the respective performance criteria at 5 levels).

Function	Code	Competency Area	Code	Competency Unit	Code	Competency Element	Definition
Socio-cultural & Personal Competence	CPD1101	Socio-cultural & Personal Competencies	1101-A	Generic	A1	Generic	The general state of acting and performing as a professional
				Leadership	A2	Leadership	The direction, motivation and management of individuals and teams
				Commitment	A3	Commitment	The personal dedication to task and to project outcomes
				Attitude	A4	Attitude	The frame of mind that promotes integrity and support for achievement of project goals within a desired social context
				Self direction	A5	Self direction	The ability to manage within and without guidelines and processes and to work without supervision
				Learning	A6	Learning	The commitment to continuous improvement in knowledge, skills and attitude, and to creating new knowledge, developing skills and approaches
				Cultural empathy	A7	Cultural empathy	The awareness of, respect for and accommodation of individual lifestyle, beliefs and norms
				Innovation and creativity	A8	Innovation and creativity	Capacity to generate new ideas/approaches & realise these in a beneficial manner
General Management	SBM2101	Operations Management	2101-A	Principles of Operations Management	A1	Understand principles	General principles of operations management
					A2	Resource acquisition & utilisation	Resource acquisition and utilisation
			2101-B	Operations Design, Execution and Improvement	B1	Design operations	Analysis of operations, design and alternatives
					B2	Improving operational performance	Improving operational performance
			2101-C	Standards, Laws and Regulations	C1	Operations standards	Operations standards
					C2	Fulfilling legal and regulatory requirements	Fulfilling legal and regulatory requirements
	SBM2102	Marketing and Business	2102-A	Effective Marketing	A1	Understand marketing	Understanding the role and function of marketing in businesses

	Communications			A2	Develop marketing plan	Segmenting market and formulating marketing strategies, plans and activities
				A3	Implement marketing plan	Applying techniques to deliver results at various stages of marketing
				A4	Conduct e-marketing	Development and improvement of network and e-marketing campaigns
		2102-B	Effective Business Communication	B1	Understand business communications	Understanding the role and function of business communications
				B2	Detail communications requirements	Understanding the relationships between marketing and business communications on the one hand, and organisational performance on the other
				B3	Design entity communications	Determining the communication, information and documentation requirements of an organisation
				B4	Manage communications	Designing formal processes and supporting ICT infrastructure for effective business communications across the whole enterprise
SBM2103	Financial Management	2103-A	Principles of Financial Management	A1	Understand financial management	General principles of financial management
				A2	Organise accounting	Accounting standards and practices
		2103-B	Financial Analysis	B1	Analyse alternatives	Analysis of alternatives
				B2	Conduct risk analysis	Sensitivity & risk analysis
		2103-C	Financial Planning & Management	C1	Understand corporate finance	General principles of financing investment
				C2	Organise financial management	Financial planning & management
SBM2104	Human Resources Management	2104-D	HRM Principles	A1	Determine HR needs	HR needs and requirements assessment
				A2	Determine HR policies	HR policies, standards, laws and best practices
				A3	Acquire human resources	HR recruitment and appointment
				A4	Develop human resources	Staff development and training, incl. promotion of teamwork
		2104-E	Apply HR Strategy and Control	B1	Develop HRM approach	Framework, process and tools for staff reporting and control
				B2	Gather HRM data	Information management

				B3	Analyse & report HRM	Organisation unit reporting management
		2104-F	Manage Performance	C1	Design and apply PA&D plan	Performance development and change management
			(Teamwork and Professionalism)	C2	Manage performance	Continuous performance improvement
SBM2105	International Business, Competitive Strategy	2105-A	International Business	A1	Understand global business	International business and globalisation
	and Organisation Design	2105-B	Customers and Markets	B1	Determine market gaps and strategy	Markets, strategy and creation of value through integrated production of goods and services
				B2	Determine strategic partnership	Strategies for supplies, partnership and co-sourcing
		2105-C	Strategic Planning	C1	Determine goals	Goals, strategy making process and contents
				C2	Understand strategic planning	Fundamentals of strategic decision making and management
				C3	Develop strategic plan	Aligning competitive strategy with organisation vision
		2105-D	Strategic Management	D1	Apply strategic plan	Organisation strategic design and change management
				D2	Monitor organisation performance	Strategic management of enterprise functions
				D3	Improve governance & strategic performance	Governance and strategic management
SBM1104	Leadership & Change Management	1104-A	Credibility	A1	Possess persuasion power	Skills in being influential and persuading others
				A2	Act as a strong role model	Ability to act a strong role model
				A3	Be agile mentally	Ability to be analytically agile
		1104-B	Knowledge	B1	Develop policy & process	Ability to develop project/program/organisation -related policies and processes
				B2	Understand organisational dynamics	Ability to understand organisational dynamics
				B3	Develop people	Ability to attract, develop own people and set reward systems
		1104-C	Relationship	C1	Create partnerships	Ability to create and maintain partnerships
				C2	Focus on others	Know how to focus on the needs of others
				C3	Coach & develop staff	Know how to coach and develop others
		1104-D	Innovation	D1	Prepare for change	Ability to prepare people for change

				D2	Act on opportunities	Ability to seek out and act on opportunities	
				D3	Demonstrate flexibility	Know how to demonstrate flexibility and explore options	
		1104-E	Alignment	E1	Scan the business	Ability to scan and read the business	
				E2	Integrate initiatives	Ability to integrate project/program/organisation initiatives with business plans	
				E3	Contribute to strategy	Ability to contribute to and support project/program/organisation business strategy	
		1104-F	Performance	F1	Business acumen	Ability to apply business acumen to project/program/organisation decisions	
				F2	Results focus	Ability to drive for results and manage risk	
				F3	Evaluate outcomes	Ability to evaluate outcomes	
	SBM2106	Organisation Behaviour and Internal Communication	2106-A	Design organisation dynamics & internal communication	A1	Understand OB principles	Indepth understanding of principles underpinning organisation behaviour and dynamics
					A2	Determine OB best practices	Determine OB and IC best practices in contemporary organisations
					A3	Design organisation model & IC	Select & adapt a best practice for organisation dynamics and internal communication
					A4	Apply organisation system & IC	Apply selected organisational model
			2106-D	Manage organisation dynamics & internal communication	B1	Monitor organisation dynamics	Ongoing monitoring of organisation dynamics and internal communication
					B2	Evaluate organisation dynamics	Assess the effectiveness of managerial policies and strategies as well as internal communication
					B3	Improve organisation dynamics	Develop and apply measures to improve organisation dynamics and internal communication
Entrepreneurship	SBM2201	Entrepreneurship, Innovation and Technology Management	2201-A	Entrepreneurial Culture	A1	Develop entrepreneurial culture	Promotion of an entrepreneurial culture
					A2	Spot and exploit opportunities	Scanning environment, spotting and analysing business opportunities
			2201-B	Business Planning and Venture Finance	B1	Develop business plan	Designing and writing a business plan to exploit opportunities

					B2	Secure finance and manage risks	Analysing risks, developing strategy and applying for, receiving funding	
			2201-C	Implementation and Risk Management	C1	Implement business plan	Applying the business plan and monitoring progress	
IT and Supply Chain Management	SBM2301	Supply Chain Management Fundamentals	2301-A	Principles of Supply Chain Management	A1	Understand supply chain principles	General principles of supply chain	
					A2	Organise contracts and standards	Supply chain contracts and standards	
			2301-B	Supply Chain Systems	B1	Design supply chain network	Design of supply chain networks	
					B2	Evaluate supply chain networks	Evaluation of supply chain networks	
			2301-C	Human Factors in Supply Chain	C1	Assess team competencies	Team competencies & qualifications	
					C2	Deliver program specific training	Program specific training	
		SBM2302	Advanced Supply Chain Management	2302-A	Advanced supply chain networks and business eco-systems	A1	Research business environment	Research business environment (opportunity, business case, legal, financial and logistics considerations)
						A2	Determine e-supply chain technologies	Determine infrastructure and technology for e-supply chain network systems
						A3	Design e-supply chain & business eco-systems	Design and implement integrated supply chain networks and business eco-systems
			2302-B	Management of advanced supply chain systems	B1	Operate e-supply chain	Real time management of supply chain networks and business eco-systems	
					B2	Monitor & improve e-supply chain	Monitor & improve supply chain network effectiveness & eco-system	
			2302-C	Risks and due diligence in advanced supply chain management systems	C1	Manage supply chain risks	Assessing and addressing risks and due diligence in advanced supply chain management systems and networks	
		SBM2303	Strategic Information Systems: Managerial Perspective	2303-A	ICT Fundamentals	A1	Understand ICT basics	Extensive knowledge of ICT technologies and application in enterprises
						A2	Promote innovation through IT/IS	Generate ideas that can streamline/automate enterprise processes
		2303-B	Information Systems in Organisations	B1	Draw up enterprise information strategy	Enterprise information and communication management systems		
				B2	Delineate decision	Management decision support systems		

						support strategies	
			2303-C	Strategic Change through Information Systems	C1	Leverage IS/IT for strategic change	Information Systems as strategic tools for enterprise wide change and enhancement
	SBM2304	Enterprise Systems and Business Process Integration	2304-A	Define Business Processes	A1	Define business processes	Define/map business processes and process transactions
					A2	Design value chain	Design integrated value chain with defined transaction points
			2304-B	Acquire Enterprise Systems	B1	Select EB solution	Compare, select & acquire EB solution
					B2	Implement & customise EB solution	Customise EB & integrate with business processes
			2304-C	Manage Enterprise Systems	C1	Operate EB system	Operate enterprise systems and ensure performance
				C2	Manage risk	Manage risks and security in enterprise systems	
Sustainability Management	SBM2401	Managing Enterprise Assets for Sustainability	2401-A	Plan Asset Life Cycle	A1	Understand principles asset management	Principles of asset management in enterprises
					A2	Plan asset life	Asset life cycle planning process
			2401-B	Manage Assets	B1	Acquire assets	Acquisition and sustainable asset management
					B2	Maintain assets	Asset maintenance, life extension & recycling
			2401-C	Manage Risks and Sustainability	C1	Manage operational risks	Operational risk management
					C2	Manage environmental sustainability	Environmental sustainability
	SBM2402	Complex Asset Management	2402-A	Model Demand	A1	Build quantitative models	Build quantitative models to represent complex assets in enterprises
					A2	Gather and analyse data	Gather and analyse data for different asset utilisation scenarios
			2402-B	Manage Demand	B1	Derive demand curve and test scenarios	Derive demand curve and test different utilisation scenarios
					B2	Formulate asset management strategies	Formulate decisions and asset management strategies
			2402-C	Optimise Asset Portfolio Management	C1	Optimise asset portfolio	Develop strategies for managing integrated asset portfolios

	SBM2403	Managing Environmental Sustainability	2403-A	Set Goals for Sustainability Management	A1	Promote sustainability	Define and promote a sustainability culture
					A2	Define sustainability strategy and goals	Develop a sustainability management strategy and goals
			2403-B	Manage Enterprise Sustainability	B1	Develop ES management plan	Develop an enterprise sustainability management plan
					B2	Implement ES plan	Implement enterprise sustainability management plan
			2403-C	Improve Performance and Manage Risks	C1	Manage performance	Monitor and improve performance
					C2	Manage risks	Manage risks and statutory compliance
	SBM2404	Managing Emission Trading Schemes	2404-A	Understand Principles of Emission Trading Schemes	A1	Understand ET legislation	Understand legislative framework for climate change prevention
					A2	Study ET practices	Study international best practices in emission trading
			2404-B	Develop & Implement Emission Abatement Schemes	B1	Design and apply ETS	Design and apply emission abatement schemes
				B2	Demonstrate compliance	Demonstrate compliance and manage mandatory reporting	
		2404-C	Improve Value and Reduce Risks	C1	Improve value	Apply emerging technologies to improve value and reduce risks	
Governance and Administration	SBM2501	Business Law and Due Diligence	2501-A	Understand Principles of Business Law	A1	Understand business law	Understand business law fundamentals
					A2	Categorise business law	Understand legislation, regulations and case law in business
			2501-B	Apply Business Law and Ensure Compliance	B1	Apply laws in business	Change business and IR practices to achieve legal compliance
					B2	Protects assets	Put in measures to protect company assets, incl. IP
					B3	Apply statutory requirements	Implement anti-discrimination, security and safety laws
			2501-C	Monitor Compliance and Apply Change	C1	Manage administrative change	Monitor and apply change in line with changes in legislation & regulations
	SBM2502	Business Audit	2502-A	Understand Financial Auditing	A1	Understand audits	Understand principles of financial and management audits
					A2	Determine audit methodology	Describe audit framework, processes, tools and procedures
			2502-B	Conduct Audit & Issue	B1	Identify concerns & risks	Identify areas of concerns and financial risks

			Report			
				B2	Perform audit	Conduct financial audit and analyse risks
				B3	Recommend changes	Report mitigation strategies and recommend essential changes
		2502-C	Monitor Risks & Financial Management	C1	Monitor risks & progress	Monitor risks and report progress
SBM2503	Corporate Governance	2503-A	Understand Corporate Governance	A1	Understand governance	Understand governance principles
				A2	Describe governance models	Describe available governance forms, framework & processes
		2503-B	Design & Implement Corporate Governance	B1	Determine enterprise governance	Determine optimum governance structure for business unit
				B2	Apply & manage governance	Implement and manage governance of business unit
		2503-C	Monitor Governance Performance and Manage Change	C1	Monitor performance	Monitor and improve governance performance of business unit
				C2	Manage governance change	Manage change and mitigate risks

\*Functional competencies included in this Chart are not exhaustive and vary depending on the actual enterprise architecture