



**STANDARD KEMAHIRAN PEKERJAAN KEBANGSAAN  
(NATIONAL OCCUPATIONAL SKILLS STANDARD)**

**FB-001-5:2012**

**CORPORATE LEADERSHIP  
*KEPIMPINAN KORPORAT*  
LEVEL 5**



JPK

Jabatan Pembangunan Kemahiran  
Kementerian Sumber Manusia, Malaysia

Department of Skills Development  
Ministry of Human Resources, Malaysia

# TABLE OF CONTENTS

<b>No.</b>	<b>Contents</b>	<b>Pages</b>
<b>Standard Practice</b>		
1	Introduction	i-ii
2	Occupational Structure	iv
3	Occupational Area Analysis (AOO)	iv
4	Definition of Competency Level	v
5	Malaysian Skills Certification	vi
6	Job Competencies	vi
7	Working Conditions	vi
8	Employment Prospects	vi
9	Training, Industrial/Professional Recognition, Other Qualifications & Advancement	vii
10	Sources of Additional Information	vii
11	Acknowledgement	vii
12	NOSS Development Committee Members	ix
<b>Standard Content</b>		
13	Competency Profile Chart (CPC)	1
14	Competency Profile (CP)	2 -14
<b>Curriculum of Competency Unit (CoCU)</b>		
15	Corporate Strategic Management	15 - 21
16	Corporate Governance Management	22 - 32
17	Corporate Affairs And Communication Management	33 - 44
18	Technology Management	45 - 53
19	Global Marketing Management	54 - 63
20	Accounting And Financial Management	64 - 76
21	Logistic Management	77 - 83
22	C-Level Executives Development	84 - 89
<b>Appendices</b>		
21	Appendix 1 - Training Hours Summary	A1

**STANDARD PRACTICE  
NATIONAL OCCUPATIONAL SKILLS STANDARD (NOSS) FOR:  
CORPORATE LEADERSHIP LEVEL 5**

**1. INTRODUCTION**

Corporations, by definition are large business organisation, multinational companies or a group of companies that is recognised by law as a single unit business entity. This form of business is characterized by the limited liability of its owners and the issuance of shares of easily transferable stock.

The process of becoming a corporation, called incorporation, gives the company separate legal standing from its owners and protects those owners from being personally liable in the event that the company facing any kind of legal suit. (a condition known as limited liability). Incorporation also provides companies with a more flexible way to manage their ownership structure. In addition, there are different tax implications for corporations, although these can be both advantageous and disadvantageous. .

Corporation requires a head to lead and oversees the entire management team, which includes administrative, technical, marketing and finance. His main competencies are strategising, planning and ensuring all business activities are governed by policies and procedures. Hence, this level of work is termed as Corporate Management. The generic title, which is normally called Chief Executive Officer and other commonly used titles are Managing Director and President.

There are a number of second level corporate managers, that reports directly to the CEO, namely, CFO (Chief Financial Officer, managing the finance), CIO (Chief Information Officer, managing the ICT applications and systems) and COO (Chief Operations Officer, managing the operations and administration) these job titles are called C-Level Executive. The titles are dependent on the size and policies of a company. For example, the title IT Manager, Finance Manager, General Manager are used instead of CIO, CFO and COO respectively.

In view of the demand of a highly skilled personnel, whom must possess a very high level of cognitive competencies, to lead a business corporation, a NOSS for Corporate Management has been developed for this profession.

A CEO may take on a variety of different responsibilities within a business, all of which involve the planning, directing, and coordinating of operations within a company and also responsible for developing policies and managing the daily operations of the business. They may also be responsible for

planning for the most efficient use of materials and human resources and may specialise in a specific area of business operations. A CEO may also be held accountable for the accuracy of financial reporting for the business.

In most companies, CEOs bear a huge amount of responsibility for the success or failure of the company and are compensated very well to reflect this.

According to business expert Steven Robbins, the two primary duties of a CEO's are putting together a senior management team and setting the tone and direction of the corporate culture. Employees will naturally look to senior management, particularly the CEO's, for clues about what is expected of them. Each corporation functions in a different way, and the level of formality, social expectations, intensity of work and extent of cooperation can all be influenced by the actions and attitudes of the CEO's. In a more formal sense, the CEO's engages in corporate strategy development by consulting with senior management teams about what directions the company should take, where it should put its money and effort and how much risk it is willing to undergo in the pursuit of future gain.

The CEO has responsibilities as a communicator, decision maker, leader, manager and executor. The communicator role can involve the press and the rest of the outside world, as well as the organization's management and employees; the decision-making role involves high-level decisions about policy and strategy. As a leader, the CEO advises the board of directors, motivates employees, and drives change within the organization. CEO presides over the organization's day-to-day, month-to-month, and year-to-year operations

This NOSS document provides structured set of activities that enables a person who aspires to achieve competencies in this particular occupation, ultimately enhancing him or her on a career in the Corporate world.

Standard Practice and Standard Content are part of NOSS document. The job area being developed is based on the outcome of Occupational Area Analysis (OAA). This document covers the competency standard of Corporate CEOs (Level 5).

This is in support of the Malaysian Government initiatives for a high income workforce towards making Malaysia a developed nation equivalent to European nations, Japan and the North American countries.

## PRE-REQUISITE

Based on the workshop findings, it was agreed that this top level profession shall have the characteristics of being independent, adept to challenges, visionary and possesses leadership qualities. However, the minimum requirement for those interested to enrol in this course is as follows:-

A Diploma Lanjutan Kemahiran Malaysia (Tahap 5) in any JPK's programmes. However, the pre-requisites of each Competency Unit must be fulfilled.

In addition to the above, any person wishes to undertake this programme must possesses a high level of cognitive, psychomotor and affective abilities as described in the Learning Domain of Bloom's Taxonomy.

Or An Academic Degree in any discipline and the pre-requisites of each Competency Unit must be fulfilled.

## 2. OCCUPATIONAL STRUCTURE

Corporate Management (Level 5) personnel is to lead and manage an organisation. Fig. 1.0 and Fig. 1.1 show the structured career path and area of Corporate Management (Level 5) personnel.

The panel of experts had concluded that this job area is only at Level 5 due to the requirement of a significant range of varied work activities and performed in a variety of context, most of which are complex and non-routine. There is a considerable responsibility, autonomy and control or guidance on others. Where by some of the activities are non-routine and required individual responsibility and autonomy. To produce a highly competent personnel, the needs for structured training are essential.

<b>SECTOR</b>	<b>BUSINESS MANAGEMENT</b>
<b>SUB SECTOR</b>	<b>BUSINESS &amp; FINANCE</b>
<b>JOB AREA</b>	<b>CORPORATE MANAGEMENT</b>
<b>LEVEL 5</b>	<b>CHIEF EXECUTIVE OFFICER</b>
<b>LEVEL 4</b>	<i>No Level</i>
<b>LEVEL 3</b>	<i>No Level</i>
<b>LEVEL 2</b>	<i>No Level</i>
<b>LEVEL 1</b>	<i>No Level</i>

Figure 1.0 Occupational Structure for Corporate Management (Level 5) personnel

## 3. OCCUPATIONAL AREA ANALYSIS (OAA)

<b>SECTOR</b>	<b>BUSINESS MANAGEMENT</b>
<b>SUB SECTOR</b>	<b>BUSINESS &amp; FINANCE</b>
<b>JOB AREA</b>	<b>CORPORATE MANAGEMENT</b>
<b>LEVEL 5</b>	<b>CORPORATE LEADERSHIP</b>
<b>LEVEL 4</b>	<i>No Level</i>
<b>LEVEL 3</b>	<i>No Level</i>
<b>LEVEL 2</b>	<i>No Level</i>
<b>LEVEL 1</b>	<i>No Level</i>

Figure 1.1 Occupational Area Structure for Corporate Management (Level 5) personnel

#### 4. DEFINITION OF COMPETENCY LEVEL

The NOSS is developed for various occupational areas. Candidates for certification must be assessed and trained at certain levels to substantiate competencies. Below is a guideline of each NOSS Level as defined by the Department of Skills Development, Ministry of Human Resources, Malaysia.

Malaysia Skills Certificate Level 1:	Competent in performing a range of varied work activities, most of which are routine and predictable.
Malaysia Skills Certificate Level 2:	Competent in performing a significant range of varied work activities, performed in a variety of contexts. Some of the activities are non-routine and required individual responsibility and autonomy.
Malaysia Skills Certificate Level 3:	Competent in performing a broad range of varied work activities, performed in a variety of contexts, most of which are complex and non-routine. There is considerable responsibility and autonomy and control or guidance of others is often required.
Malaysia Skills Diploma Level 4:	Competent in performing a broad range of complex technical or professional work activities performed in a wide variety of contexts and with a substantial degree of personal responsibility and autonomy. Responsibility for the work of others and allocation of resources is often present.
Malaysia Skills Advanced Diploma Level 5:	Competent in applying a significant range of fundamental principles and complex techniques across a wide and often unpredictable variety of contexts. Very substantial personal autonomy and often significant responsibility for the work of others and for the allocation of substantial resources features strongly, as do personal accountabilities for analysis, diagnosis, planning, execution and evaluation.

## **5. MALAYSIAN SKILL CERTIFICATION**

Candidates after being assessed, verified and fulfilled Malaysian Skill Certification requirements shall be awarded with Diploma Lanjutan Kemahiran Malaysia.

## **6. JOB COMPETENCIES**

Chief Executive Officers are competent in performing the following competencies:

- Corporate Strategic Management
- Corporate Governance Management
- Corporate Affairs and Communications
- Management Technology Management
- Global Marketing Management
- Accounting & Financial
- Management Logistic Management
- C-Level Executive Development

## **7. WORKING CONDITIONS**

As mentioned earlier CEO of a corporation is the highest ranking management officer of a corporation and has final decisions over human resources, financial, environmental and technical operations of the corporation. Hence, the scope of work demands the CEO to work under extreme conditions of uncertainties and working pressure to execute critical decisions that may affect the company's stakeholders.

## **8. EMPLOYMENT PROSPECTS**

The skills of a CEO of a corporation is highly needed in propelling Malaysia into a high income nation as envisaged by our Right Honourable Prime Minister in the Economic Transformation Programme. Hence, every corporation requires a well trained CEO to lead and provide the visions to spearhead corporate goals to ensure sustainability in the borderless economy. With the launching of ETP (Economic Transformation Programme) the potential of employment as Head of Corporation in Malaysia is enormous.

The borderless economy has also prompted Malaysian business corporations to invest and operating the businesses off shores of Malaysia. Thus, it requires a highly trained CEOs to represents and operates the overseas business.



## **9. TRAINING, INDUSTRIAL/PROFESSIONAL RECOGNITION, OTHER QUALIFICATIONS AND ADVANCEMENT**

Career advancement in corporate management is not relevant, except certification and professional licence of the CEO's chosen area of technical specialisation. For example, a CEO's involved in automotive business would requires an additional vocational qualification, in order to expand the corporate activities. However, this is not a pre-requisite.

## **10.SOURCES OF ADDITIONAL INFORMATION**

Performance Management and Delivery Unit  
(PEMANDU) Prime Minister's Department  
3rd Floor, East Block,  
Perdana Putra Building,  
Federal Government Administrative  
Centre, 62502 Putrajaya

SME Corporation Malaysia (SME  
Corp), Level 6, SME 1, Block B,  
Platinum Sentral, Jalan  
Stesen Sentral 2, Kuala  
Lumpur Sentral, 50470  
Kuala Lumpur.

Ministry of International Trade and Industry  
Block 10, Government Offices Complex,  
Jalan Duta,  
50622 Kuala Lumpur  
Malaysia  
Location Map  
Tel: 603-6203 3022  
Fax: 603-6203 2337  
Email: [webmiti@miti.gov.my](mailto:webmiti@miti.gov.my)  
Website: <http://www.miti.gov.my>

Business Registration Act 1956

*Established under the business registration Act 1956 (amendment 1978) for individual business (sole proprietorship), partnership, ordinary partnership, limited partnership.*

BAFIA Act 1989 (Bank, Finance & Insurance Act)

*Banking and Financial Institutions Act 1989 ("BAFIA") which provides for the licensing, regulation and supervision of institutions that conduct banking, finance company, merchant banking, discount house and money-broking businesses. It also provides for the registration and, if necessary, the regulation of any 'scheduled business' or any institution that carries on the same*

Employment Act 1955 (Amendment 1981)

*Employment Act is an act that set the rules and conditions of the relationship between workers and employers in the private sector. Since virtually all cleaning service providers have the entire staff of this act are directly associated with cleaning service providers and not directly related to the cleaning industry.*

## **11. ACKNOWLEDGEMENT**

The Director General of DSD would like to extend his gratitude to the organisations and individuals who have been involved in developing this standard.

### **ORGANISATION LIST**

- 1) Plus Bhd.
- 2) SimeDarby Bhd.
- 3) Galeri Ilmu Sdn. Bhd
- 4) Bank Muamalat Sdn. Bhd.
- 5) Malaysian International Shipping Corporation
- 6) Al-Ikhsan Sports
- 7) BMW Automobiles
- 8) Bank Muamalat Sdn. Bhd.
- 9) Felda Holding Sdn. Bhd.
- 10) Tenaga Nasional Berhad
- 11) ASNB
- 12) Ambank Group
- 13) Bernama
- 14) Pharmaniaga Berhad
- 15) Al-Rajhi Bank
- 16) Universiti Putra Malaysia, Bahagian Perancangan Korporat
- 17) Kumpulan Karangkraf Sdn. Bhd
- 18) Maxis Berhad
- 19) Institut Teknologi Perak

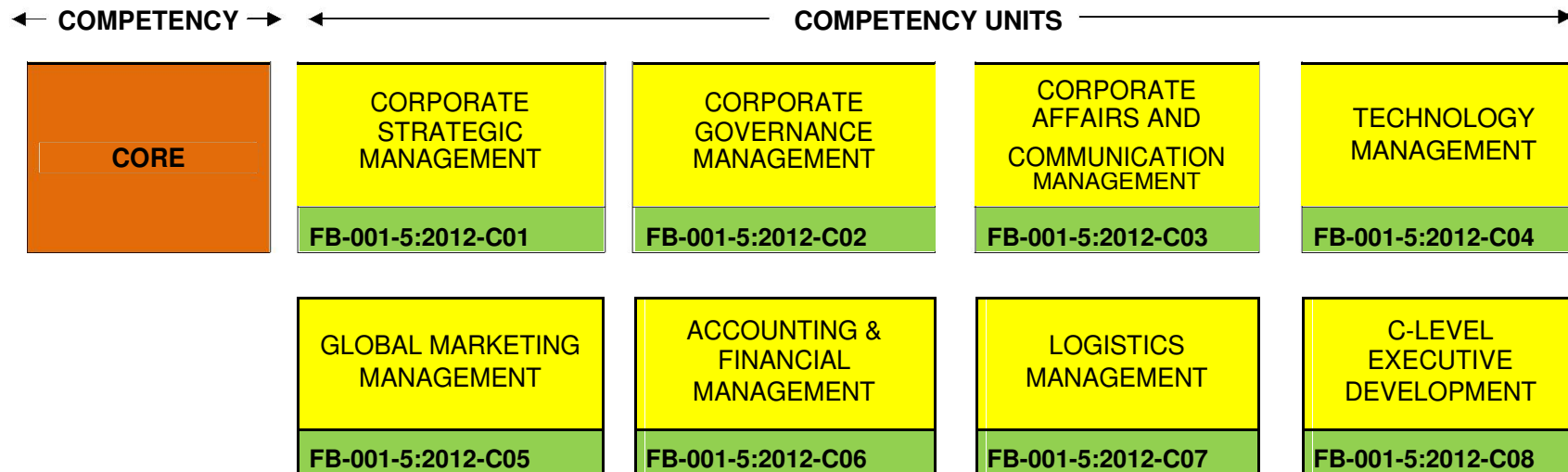
**12. COMMITTEE MEMBERS FOR DEVELOPMENT OF STANDARD PRACTICE (SP),  
COMPETENCY PROFILE CHART (CPC), COMPETENCY PROFILE (CP) For**

**CORPORATE LEADERSHIP LEVEL 5**

<b>PANEL EXPERT</b>		
1	YM. Tengku Ismith Bin Tengku Ilham	Senior Manager Pharmaniaga Berhad
2	Ir. Mohd Khalid Bin Nasir	Chief Executive Officer Syarikat Air Melaka Berhad
3	Pn. Mahfuza Mustapha	Corporate Manager Malaysian International Shipping Corporation
4	En. Muhammad Zaki Bin Jali	Deputy Chief Executive Officer (Admin & Finance Division) Yayasan Pelajaran Mara
5	En. Abdul Rahman Bin Amiruddin	General Manager PLUS Bhd.
6	En. Said Azmi Bin Said Ali	Vice President Al-Rajhi Bank
7	En. Mapijan Bin Safari	Country Corporate Communication Manager Al-Ikhsan Sports
8	En Hanafiah Bin Mohamad Ningal	Branch Manager Mahmood Security
<b>FACILITATOR</b>		
9.	Dr. Amiron Ismail	Millennium Impress Sdn. Bhd.
10.	En. Fahiszam Saad	Millennium Impress Sdn. Bhd.
11.	Nor Atillah Binti Jalim	Millennium Impress Sdn. Bhd.

### 13 COMPETENCY PROFILE CHART (CPC)

SECTOR	BUSINESS MANAGEMENT		
SUB SECTOR	BUSINESS AND FINANCE ADMINISTRATION		
JOB AREA	CORPORATE MANAGEMENT		
NOSS TITLE	CORPORATE LEADERSHIP		
JOB LEVEL	LEVEL 5	NOSS CODE	FB-001-5:2012



#### 14 COMPETENCY PROFILE (CP)

<b>Sub Sector</b>	BUSINESS MANAGEMENT				
<b>Job Area</b>	CORPORATE MANAGEMENT				
<b>NOSS Title</b>	CORPORATE LEADERSHIP				
<b>Level</b>	FIVE (5)				
<b>CU Title</b>	<b>CU Code</b>	<b>CU Descriptor</b>	<b>CU Work Activities</b>		<b>Performance Criteria</b>
1. Corporate Strategic Management  <b>FB-001-5:2012-C01</b>		<p>Corporate Strategic Management is a critical competency that a Chief Executive Officer (CEO) should possess. It deals with managing decisions toward establishing and sustaining competitive advantage of a corporation/organisation.</p> <p>The person who is competent in this CU shall be able to formulate organisation's corporate statements, organising strategic analysis session(s) and formulating strategic plan.</p> <p>The outcome of corporate strategic management CU is to formulate and organised strategic corporate business plan that has been analysed according to organisation corporate objectives.</p>	<p>1. Formulate organisation's corporate statements</p> <p>2. Organise corporate strategic analysis session</p> <p>3. Formulate corporate strategic business plan</p>		<p>1.1 Current corporate statements (vision, mission, objectives) reviewed according to company's corporate policies.</p> <p>1.2 Vision, mission and objectives of company documented according to company's documentation format.</p> <p>2.1 Corporate strategic analysis workshop session conducted according to company's guidelines.</p> <p>2.2 Strategic goals derived from various analysis methodologies, which include; SWOT, Situational and requirement analysis.</p> <p>3.1 Short term, mid-term and long term plans determined according to corporate strategy.</p>

CU Title	CU Code	CU Descriptor	CU Work Activities	Performance Criteria
				3.2 Corporate strategic business plan consolidated and produced according to company's policies and procedures.
2. Corporate governance management  <b>FB-001-5:2012-C02</b>		<p>Corporate governance is a system by which a company is directed and controlled, and the goals for which it is governed. The main theme of corporate governance is the nature and extent of accountability of people in the business. It involves statutory requirement, industrial practices, regulatory and market mechanisms, and the roles and relationships between a company management, Board of Directors, shareholders and other stakeholders.</p> <p>The person who is competent shall be able to analyse the goals of the corporation, analyse roles and relationships of the stakeholders. He or she shall also competent to liaise with Government authorities, mitigate conflicts and managing corporate governance mechanisms and controls.</p>	<p>1. Analyse corporate governing goals and stakeholders' roles &amp; relationships of the company</p> <p>2. Perform Government authorities liaison</p> <p>3. Perform preventing and mitigating conflicts of interests</p>	<p>1.1 Corporate organisational structure and functions reviewed according to principles of corporate governance.</p> <p>1.2 Roles and relationship of stakeholders determined according to internal corporate governance controls mechanism.</p> <p>1.3 Corporate governing goals reviewed according to internal and external corporate governance control mechanisms.</p> <p>2.1 Legislative Acts, policies &amp; procedures interpreted according to Government compliances requirements.</p> <p>2.2 Government authorities liaised according to company procedures and policies.</p> <p>3.1 Details of issues determined pertaining to conflicts of interests of stakeholders .</p>

CU Title	CU Code	CU Descriptor	CU Work Activities	Performance Criteria
		The outcome of this competency is to fulfil the corporate governance interests and accountability of stakeholder in organisations such as Shareholders, Board of Directors, managers, workers, clients and the community are determined and administered.	4. Manage corporate governance mechanisms and controls	<p>3.2 Implications and complications of the conflicts of interests analysed according to mitigation guidelines.</p> <p>3.3 Proposed mitigating solutions of the issue(s) prepared and presented to the Board of Directors.</p> <p>4.1 Internal and external corporate governance mechanisms and control established according to Principles of Corporate Governance.</p> <p>4.2 Corporate governance monitored according to controlling mechanisms.</p> <p>4.3 Corrective measures executed according to organisational goals.</p> <p>4.4 Corporate governance control and monitoring report prepared and submitted to the Board of Directors.</p>
3. Corporate Affairs and Communication Management <b>FB-001-5:2012-C03</b>		Corporate Affairs and Communication Management is essentially about effective corporate business administration. It is fundamental to the company's	1. Administer legal affairs matters	1.1 Legal matters related to organisation assessed according to Government acts, policies and procedures.

CU Title	CU Code	CU Descriptor	CU Work Activities	Performance Criteria
		<p>competitive advantage and sustainability.</p> <p>The person who is competent shall be able to administer legal matters, perform business incorporation, administer company's secretarial matters and perform corporate relations management.</p> <p>The outcome of this competency is to ensure that all the activities involved in corporate affairs operation and communication are effectively coordinated and supported in an organisation.</p>	<p>2. Perform business incorporation</p> <p>3. Administer company's secretarial matters</p>	<p>1.2 Corporate company legal suits coordinated with organisation's lawyer as to ensure action and decision taken promptly.</p> <p>1.3 Court judgement of company legal matters examined according to severity and urgency of the legal issue(s).</p> <p>2.1 Related documents for business incorporation prepared according to CCM (Companies Commission of Malaysia) requirements.</p> <p>2.2 Licensed company's secretary appointed according to company's policies and procedures.</p> <p>2.3 Business entity incorporated according to CCM approval process and procedures.</p> <p>3.1 Company's secretarial documents and statutory requirements confirmed as prescribed in the Company's secretarial guidelines.</p>



CU Title	CU Code	CU Descriptor	CU Work Activities	Performance Criteria
			4. Perform corporate relations management	<p>3.2 Company's regulation compliance requirements coordinated according to business and Incorporation act.</p> <p>3.3 Secretarial administration matters and issues resolved.</p> <p>4.1 Client/public response assessed according to Company's corporation guidelines.</p> <p>4.2 Communication effectiveness feedback from internal and external media gathered and assessed.</p> <p>4.3 Corporate image developed according to company's policies.</p>
<p>4. Technology Management</p> <p><b>FB-001-5:2012-C04</b></p>		<p>Technology management is a set of management disciplines that allows organisations to manage technological advancements. It is fundamentals to create competitive corporate business advantage.</p> <p>The person who is competent shall be able to analyse current usage of existing technology, review company's information system, perform business process analysis</p>	1. Analyse current usage and sustainability of existing technology	<p>1.1 Overall quality and efficiency of business operation determined according to productivity report on usage of existing systems.</p> <p>1.2 Effectiveness and sustainability of technology usage accessed according to productivity report on usage of existing systems.</p>

CU Title	CU Code	CU Descriptor	CU Work Activities	Performance Criteria
		<p>and plan new technology implementation.</p> <p>The outcome of this competency is to ensure that technology management of business activities are coordinated to ensure sustainability and innovative technology in corporate organisation.</p>	<p>2. Manage company's information technology system</p> <p>3. Perform business process analysis</p> <p>4. Manage new technology implementation</p>	<p>2.1 Effectiveness of information system management evaluated based on the integrity of business operation information flow.</p> <p>2.2 Implementation of company information system planned according to Company's ISP (Information System Planning).</p> <p>2.3 Execution and implementation of information system management reviewed according to Company's information system infrastructure and ISP.</p> <p>3.1 Business process operation reviewed by applying the business process analysis methods.</p> <p>3.2 Synchronization of management system reviewed to establish seamless integration of systems.</p> <p>4.1 Business requirement analysis conducted according to categories of requirements which includes design, architecture, functional and performance requirements.</p>

CU Title	CU Code	CU Descriptor	CU Work Activities	Performance Criteria
				<p>4.2 Technology scanning carried out according to scanning process and techniques.</p> <p>4.3 Strategic technological change proposed according to stakeholders requirements.</p> <p>4.4 New strategic technology implemented according to Company's business objectives.</p>
<p>5. Global Marketing Management</p> <p><b>FB-001-5:2012-C05</b></p>		<p>Global marketing is a marketing on a worldwide scale reconciling or taking commercial advantage of global operational differences, similarities and opportunities in order to meet global objectives. It transcends the whole world crossing international, economic, political and cultural boundaries.</p> <p>The person who is competent shall be able to perform cross culture management and manage international customer relations and manage international sales &amp; marketing activities.</p> <p>The outcome of this competency is to generate global business and</p>	<p>1. Perform cross culture management</p> <p>2. Manage international customer relations</p>	<p>1.1 Culture of each country studied according to different aspects of life, ie. Religion, business and politics.</p> <p>1.2 Business ethics and business culture in target country assessed according to Company's global business policies and procedures.</p> <p>1.3 Cross culture activities implemented according to company's policies and procedure.</p> <p>2.1 Company customer relation procedures established according to Company's global business policies and procedures.</p>

CU Title	CU Code	CU Descriptor	CU Work Activities	Performance Criteria
		enhancing growth of the company, locally and the global market.	3. Manage international sales & marketing activities	<p>2.2 Customer relation management carried out according to customer requirements.</p> <p>2.3 Company's customer relation management evaluated according to specific guidelines of global business venture.</p> <p>3.1 Related Malaysian Government agencies providing trade support consulted according to company's scope of business.</p> <p>3.2 Related international business laws determined according to United Nations Sanction.</p> <p>3.3 Potential business organisation of the target country determined according to Government list of business corporations in target country.</p> <p>3.4 Global I business plan inclusive of contingencies prepared as the basis and guidelines of country to country, country to international regions and country to economic regions.</p> <p>3.5 Staff for global business selected according to criteria required by Management and foreign country.</p>

CU Title	CU Code	CU Descriptor	CU Work Activities	Performance Criteria
				3.6 Sales & marketing carried out and monitored at regular interval.
6. Accounting & Financial Management  <b>FB-001-5:2012-C06</b>		<p>Accounting and Financial Management is the practical application of management techniques to control and report on the financial health of the organisation. This involves the analysis, planning, implementation, and control of programs designed to provide financial data reporting for managerial decision making. This includes the maintenance of bank accounts, developing financial statements, cash flow, financial performance analysis and performance of investment made.</p> <p>The person who is competent shall be able to review accounting statements, perform credit management analysis and review accounts ledgers / journals, perform business financing, manage financial health and administer taxation</p>	<p>1. Review accounting statements</p> <p>2. Carry out credit management analysis</p>	<p>1.1 Cash flow statement analysed to determine the collection and utilisation of funds within a certain period in a fiscal year.</p> <p>1.2 Profit &amp; Loss (P&amp;L) statement analysed to determine the profitability of the company.</p> <p>1.3 Balance sheet statement analysed to determine the assets and liabilities at the ends of trading period.</p> <p>1.4 The results of the financial data and information prepared to be used as the basis of financial transaction and decisions.</p> <p>2.1 Ageing report analysed according to accounting procedure.</p> <p>2.2 Customer payment mode analysed as to determine a revised collection strategy.</p> <p>2.3 Vendor payment modes analysed as to determine cash flow requirements.</p>

CU Title	CU Code	CU Descriptor	CU Work Activities	Performance Criteria
		The purpose of this competency unit is to ensure that all the activities involved in accounting and financial activities are carried out according to company's policies, regulation, accounting procedures and financial strategy.	<p>3. Manage business financing activities</p> <p>4. Manage company's financial health</p>	<p>2.4 Analysis of the company's credit status prepared according to company's financial documentation format and procedures.</p> <p>3.1 Financial institutions' / Government Grants Agencies information compiled as to determine the financial institution that can provide the best financing terms.</p> <p>3.2 Business funding proposal submitted according to financial institution's / Government Grants Agencies (funding organizations) requirement.</p> <p>3.3 Approval from funding organizations obtained.</p> <p>4.1 Financial ratios analysed to recognised company's vital statistics which include liquidity, profitability, debt payment ability and operation efficiency.</p> <p>4.2 CAPEX and OPEX monitored &amp; controlled according to company's budget.</p>

CU Title	CU Code	CU Descriptor	CU Work Activities	Performance Criteria
			<p>5. Manage business investment</p> <p>6. Administer taxation matters</p>	<p>4.3 Cash flow adjusted according to current business operation and financial status.</p> <p>5.1 Current investment portfolios analysed to determine the performance of investment.</p> <p>5.2 Outcome of the analysis synthesized for Board of Directors (BOD) decision.</p> <p>5.3 New potential investment proposed to BOD for approval.</p> <p>6.1 Certified Tax auditor appointed according to company procedure.</p> <p>6.2 Financial statements reviewed according to taxation requirements.</p> <p>6.3 Taxation strategies determined as per guidelines of company's corporate governance.</p> <p>6.4 Tax evaluation submitted to authority (LHDN) according to procedure.</p>
<p>7. Logistic Management Relationship</p> <p><b>FB-001-5:2012-C07</b></p>		Logistics is the management of the flow of resources, between the point of origin and the point of destination in order to meet some requirements,	1. Perform transportation management	1.1 Methods of transportation of goods determined according to company's procedures.

CU Title	CU Code	CU Descriptor	CU Work Activities	Performance Criteria
		<p>i.e. of customers or corporations. The resources managed in logistics can include physical items such as materials, equipment and staff as well as abstract items as information, particles and energy. The logistics of physical items usually involves the integration of information flow, material handling, production, packaging, inventory, transportation, warehousing and often times security.</p> <p>The person who is competent shall be able to perform transportation management, perform human resources deployment and perform inventory management</p> <p>The outcome of this competency is to ensure that all the activities involved in logistic coordination activities are carried out efficiently to ensure the timely and sustainability of the company.</p>	<p>2. Perform human resources deployment</p> <p>3. Perform inventory management</p>	<p>1.2 Transportation requirement coordinated with logistic &amp; transportation vendor.</p> <p>2.1 Staff job functions competency determined according to appraisal report.</p> <p>2.2 Operational schedule obtained and interpreted to identify manpower requirements.</p> <p>2.3 Staff deployed to locations based on operational planning requirements.</p> <p>3.1 Tools, equipment and materials condition reports confirmed according to inventory report</p> <p>3.2 Stock level confirmed based on reports.</p> <p>3.3 Tools, equipment, materials and stock purchasing requisition endorsed and purchasing confirmed according to company's procedure.</p>



CU Title	CU Code	CU Descriptor	CU Work Activities	Performance Criteria
<p>8. C-Level Executives Development</p> <p><b>FB-001-5:2012-C08</b></p>		<p>The highest-level executives are usually called “C-Level”, such as Chief Executive Officer, Chief Financial Officer and Chief Operating Officer. C-Level Executives Development is identifying and planning development programmes to enhance or to develop the personal leadership, operational leadership, strategic leadership and entrepreneurial leadership.</p> <p>The person who is competent shall be able manage C-Level Executives development programmes and succession planning</p> <p>The purpose of this CU is to seek a sustainable competitive advantage through striving to be the best of the best, thereby having an effective lead over others and serving as the pace setter. Hence, the ultimate outcome is having leadership skills in various pertinent areas as described above.</p>	<p>1. Manage C-Level Executives development programmes</p> <p>2. Manage succession planning</p>	<p>1.1 Requirements of C-Level Executives development programme determined according to corporate strategic plan.</p> <p>1.2 Training provider or internal trainer selected to run development programme.</p> <p>1.3 Effectiveness of the C-Level development programme evaluated against expectation of the Board of Directors.</p> <p>2.1 C-Level Executives, with the corporate leadership potential, identified to assume greater responsibility in the organization.</p> <p>2.2 Critical development experiences provided to those that can move into key roles.</p> <p>2.3 The company's leadership engaged in supporting the development of high-potential C-Level Executives.</p> <p>2.4 A data base established that can be used to make better staffing decisions for key jobs.</p>

### CURRICULUM of COMPETENCY UNIT (CoCU)

<b>Sub Sector</b>		BUSINESS MANAGEMENT									
<b>Job Area</b>		CORPORATE MANAGEMENT									
<b>NOSS Title</b>		CORPORATE LEADERSHIP									
<b>Competency Unit Title</b>		CORPORATE STRATEGIC MANAGEMENT									
<b>Learning outcome</b>		<p>The outcome of the CU is to formulate and organised strategic corporate business plan that has been analysed according to organisation corporate objectives. The person who is competent in this CU shall be able to:-</p> <p>Formulate organisation's corporate statements  Organise corporate strategic analysis session  Formulate corporate strategic business plan</p>									
<b>Competency Unit Code</b>		FB-001-5:2012-C01	<b>Competency Type</b>	Core	<b>Level</b>	5	<b>Training Duration</b>	210	<b>Credit Hours</b>	21	
Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria					
1. Formulate organisation's corporate statements	i. Technique of retrieving current corporate statements ii. Definition of corporate statements iii. Current corporate statements (vision, mission, objectives)			20 hrs	Lecture	i. Definition of corporate statements (vision, mission, objectives) explained. ii. Techniques of brainstorming explained iii. Brainstorming session conducted and evaluated according to prescribed technique					
		i. Retrieve Current corporate statements (vision, mission, objectives)		30 hrs	Simulation & Demonstration						

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
		ii. Interpret Current corporate statements (vision, mission, objectives) iii. Develop current corporate statements report (vision, mission, objectives) iv. Organised brainstorming session v. Endorse finalised vision, mission and objectives. vi. Document statement and corporate objective	<u>Attitude :</u> i. Meticulous in retrieving document ii. Thorough vetting document			iv. Corporate statements compiled and documented and checked according to approved format
2. Organise corporate strategic analysis session	i. Types of business Location of business ii. List of participants iii. Organisation's document which			40 hrs	Lecture	i. Profiles of participants vetted and selected according to the relevancy of the

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
	include : <ul style="list-style-type: none"> <li>▪ Organisations Structure</li> <li>▪ Business plan</li> <li>▪ Previous strategic plan</li> <li>▪ Financial statement</li> <li>▪ Business performance</li> <li>▪ Staff performance</li> </ul> iv. Scope of business v. Strategic Planning vi. Sustainable competitive advantage vii. Situational analysis					subject matter and experiences of the potential participants.  ii. Brainstorming session proceedings documented and checked according to documentation format
		i. Appoint list of participants. ii. Coordinate preparation of brainstorming venue and materials iii. Facilities brainstorming session iv. Interpret all organisation's data and input's		50 hrs	Simulation, Demonstration & Project	

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
		v. Record brainstorming session outcome	<u>Attitude :</u> i. Thorough in providing conclusions and insights from large quantities of information ii. Maintain high-level professionalism iii. Thorough in analyzing fact/input			
3. Formulate corporate strategic business plan	i. Strategic analysis development ii. Strategic analysis tools iii. Organisation structure iv. Departmental Business plan			20 hrs	Lecture & Case Study	i. Business objectives interpreted and explained  ii. Organisation's past performance interpreted and described  iii. Effective appraisal techniques described, which include; ▪ Value chain
		i. Determine decision influencing factor ii. Interpret organisational structure iii. Interpret departmental		50 hrs	Simulation, Demonstration & Project	

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
		business plan iv. Provide a basis for more detailed planning. v. Monitor benchmarking & performance. vi. Stimulate change and become building block for next plan. vii. Develop explicitly for short term, midterm and long term business objectives viii. Determine contingencies in formulating business plan ix. Prepare implementation plan x. Document outcome of the strategic business plan brainstorming session.	<u>Attitude :</u> i. Maintain high-level professionalism			technique ▪ Blue ocean ▪ SWOT iv. The process of formulating business plan explained according to corporate strategy v. Strategic business plan written and checked according to corporate documentation format

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
			ii. Thorough vetting document iii. Maintain professionalism at all time			

### Employability Skills

Core Abilities	Social Skills
NOT APPLICABLE	1. Communication skills 2. Conceptual skills 3. Interpersonal skills 4. Learning skills 5. Leadership skills 6. Multitasking and prioritizing 7. Self-discipline 8. Teamwork

### Tools, Equipment and Materials (TEM)

ITEMS	RATIO (TEM: Trainees)
1. Computer system	1 : 1
2. Brainstorming workshop TEMs	
(i) Flip charts	1 : 5
(ii) Marker pens	1 : 5
(iii) LCD Projector	1 : 20
3. Current corporate statements	1 : 1
4. Strategic analysis report	1 : 1
5. Organisation's structure	1 : 1
6. Business plan	1 : 1

### References

REFERENCES
<ol style="list-style-type: none"><li>1. Arthur A. Thompson, Jp. &amp; A.J Strickland III 6<sup>th</sup> edition. Crafting and Implementing Strategy –1.Strategic Planning 2. Corporate Planning. United States of America ISBN 0-256-15027-3</li><li>2. Kathryn M. Bartol, David C. Martin 'Management' – 3<sup>rd</sup> Edition. United States of America ISBN 0-07-005722-2</li><li>3. Micheal R. Baye 'Managerial Economics and Business Strategy' – 3<sup>rd</sup> Edition Copyright © 2000. International Edition ISBN 0-07-116933-4</li><li>4. Robert M. Grant 'Contemporary Strategy Analysis' 2<sup>nd</sup> Edition USA ISBN 1-55786-513-2</li></ol>



### CURRICULUM of COMPETENCY UNIT (CoCU)

<b>Sub Sector</b>		BUSINESS MANAGEMENT								
<b>Job Area</b>		CORPORATE MANAGEMENT								
<b>NOSS Title</b>		CORPORATE LEADERSHIP								
<b>Competency Unit Title</b>		CORPORATE GOVERNANCE MANAGEMENT								
<b>Learning outcome</b>		<p>The outcome of the CU is to fulfill the corporate governance interests and accountability of stakeholder in organisations such as Shareholders, Board of Directors, managers, workers, clients and the community are determined and administered.. The person who is competent in this CU shall be able to:-</p> <p>Analyse corporate governing goals and stakeholders' roles &amp; relationships of the corporation/organisation.  Perform Government authorities liaison  Perform preventing and mitigating conflicts of interests  Manage corporate governance mechanisms and controls</p>								
<b>Competency Unit Code</b>	FB-001-5:2012-C02	<b>Competency Type</b>	Core	<b>Level</b>	5	<b>Training Duration</b>	250	<b>Credit Hours</b>	25	
<b>Work Activities</b>	<b>Related Knowledge</b>	<b>Related Skills</b>	<b>Attitude/Safety/Environment</b>	<b>Training Hours</b>	<b>Delivery Mode</b>	<b>Assessment Criteria</b>				
1. Analyse corporate governing goals and stakeholders' roles & relationships of the company's.	i. Guidance on Good Practices in Corporate Governance which include; Auditing Board & Management structure Financial transparency Ownership			30 hrs	Lecture	i. Chain of command and transparency of the organisation's structure interpreted and explained ii. The roles & relationships of the Management team, employees, shareholders and				

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/ Environment	Training Hours	Delivery Mode	Assessment Criteria
	structure ii. OECD (Organisation for Economic Cooperation and Development) Principles of Corporate Governance iii. Internal corporate governance Controls which includes; BOD Monitoring Balance of power Monitoring by banks and shareholders iv. External corporate governance controls which includes; Competition Debt covenants Government regulations					clients explained  iii. The findings of the analysis of corporate governing goals, roles & relationships of stakeholders, written and checked according to a prescribed documentation format
		i. Determine parties of Internal corporate governance		30 hrs	Project	

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/ Environment	Training Hours	Delivery Mode	Assessment Criteria
		controls ii. Determine External corporate governance controls iii. Design Internal control procedures and policies iv. Appoint internal auditors to test the design and implementation of internal control procedures v. Co-ordinate monitoring of internal corporate governance controls vi. Prepare corporate governance control and monitoring report which include; Appointment of independent auditors Financial report Performance-				

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
		based remuneration Large shareholders Large creditors	<u>Attitude :</u> i. Maintain integrity at all times in resolving the conflicts ii. Respect the rights of shareholders			
2. Perform government authorities liaison	i. Relevant Legislative Acts related to business such as; BAFIA Act 1989 Business Registration Act 1956 Employment Act 1955 ii. List of authorities and regulatory bodies iii. Authority policies, compliances, procedures, regulatory and policies related to			30 hrs	Lecture	i. Legislative Acts according to scope of company's business acquired and summary of each Act written, as to ensure the contents are clearly defined. ii. Authority policies, procedures and compliances related to business operation interpreted and a comprehensive explanation of the

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/ Environment	Training Hours	Delivery Mode	Assessment Criteria
	business operation iv. Organisation structure of Government authorities and regulatory bodies					interpretation written according to a specified format  iii. Report on liaison activities with Government authorities and regulatory bodies written and checked, according to a specified documentation format
		i. Identify relevant Legislative Acts related to business ii. Ascertain Authority policies and procedures related to business operation iii. Ascertain authority compliances iv. Ascertain regulatory compliances v. Ascertain Compliances with authority bodies vi. Liaise with Government authorities and regulatory bodies		30 hrs	Demonstration & Simulation	

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
			<u>Attitude :</u> i. Maintain integrity at all times in resolving the conflicts ii. Respect the rights of shareholders			
3. Perform preventing and mitigation conflicts of interest	i. Policies guidelines and procedures of mitigating conflicts ii. Issues of conflicts interest in the company iii. Relevant parties of the conflict. iv. Ethics of consulting and interviewing			20 hrs	Lecture	i. Details pertaining to the conflicts of interest explained  ii. Legal and organisational repercussions of conflict of interests identified and explained  iii. Justifications to resolve the conflicts explicitly explained
		i. Follow procedures and guidelines of mitigating ii. Asses the issues that caused conflicts interest in the company iii. Determine implications and complications of the issues		30 hrs	Stimulation & Role Play	iv. Procedures in mitigating work explained and shown in a role play session

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
		iv. Interview or consult relevant parties that give effect to the conflict. v. Compile findings of the assessment, interview, consultations and legal repercussions of the conflicts of interests	<u>Attitude :</u> i. Maintain integrity at all times in resolving the conflicts ii. Respect the rights of shareholders			
4. Manage corporate governance mechanisms and controls	i Guidance on Good Practices in Corporate Governance which include; Auditing Board & Management structure Financial			40 hrs	Lecture	i. External corporate governance controls interpreted and explained  ii. Internal control procedures and policies interpreted and discussed.

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/ Environment	Training Hours	Delivery Mode	Assessment Criteria
	<p>transparency Ownership structure</p> <p>ii OECD (Organisation for Economic Cooperation and Development</p> <p>iii Principles of Corporate Governance</p> <p>iv Internal corporate governance Controls which includes; BOD Monitoring Balance of power Monitoring by banks and shareholders</p> <p>v External corporate governance controls which includes; Competition Debt covenants Government regulations Media pressure</p>					<p>iii. Corporate governance control and monitoring report written according to approved format</p>



Work Activities	Related Knowledge	Related Skills	Attitude/Safety/ Environment	Training Hours	Delivery Mode	Assessment Criteria
		i. Determine parties of Internal corporate governance controls ii. Determine External corporate governance controls iii. Design Internal control procedures and policies designed iv. Appoint internal auditors to test the design and implementation of internal control procedures v. Co-ordinate monitoring of internal corporate governance controls vi. Prepare corporate governance control and monitoring report which include; Appointment of independent auditors		40 hrs	Stimulation & Project	

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/ Environment	Training Hours	Delivery Mode	Assessment Criteria
		Financial report Performance- based remuneration Large shareholders Large creditors Mass media	<u>Attitude :</u> i Maintain integrity at all times in resolving the conflicts ii Respect the rights of shareholders			

### Employability Skills

Core Abilities	Social Skills
NOT APPLICABLE	1. Communication skills 2. Conceptual skills 3. Interpersonal skills 4. Learning skills 5. Leadership skills 6. Multitasking and prioritizing 7. Self-discipline 8. Teamwork

## Tools, Equipment and Materials (TEM)

ITEMS	RATIO (TEM: Trainees)
1. Computer system	1 : 1
2. Brainstorming workshop TEMs	
(i) Flip charts	1 : 5
(ii) Marker pens	1 : 5
(iii) LCD Projector	1 : 20
1. Guidance on Good Practices in Corporate Governance	1 : 1
2. Cooperation and Development (OECD) Principles of Corporate Governance	1 : 1
3. Legislative Acts related to business	1 : 1
4. List of authorities and regulatory bodies	1 : 1
5. Authority policies, compliances, procedures, regulatory and policies	1 : 1
6. Organisation report	1 : 1

## References

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### CURRICULUM of COMPETENCY UNIT (CoCU)

<b>Sub Sector</b>		BUSINESS MANAGEMENT								
<b>Job Area</b>		CORPORATE MANAGEMENT								
<b>NOSS Title</b>		CORPORATE LEADERSHIP								
<b>Competency Unit Title</b>		CORPORATE AFFAIRS AND COMMUNICATION MANAGEMENT								
<b>Learning outcome</b>		<p>The outcome of the CU is to ensure that all the activities involved in corporate affairs operation and communication are effectively coordinated and supported in an organisation. The person who is competent in this CU shall be able to:-</p> <ul style="list-style-type: none"> <li>Administer legal affairs matters</li> <li>Perform business incorporation</li> <li>Administer company's secretarial matters</li> <li>Perform Government Authorities liaison</li> <li>Perform corporate relations management</li> </ul>								
<b>Competency Unit Code</b>		FB-001-5:2012-C03	<b>Competency Type</b>	Core	<b>Level</b>	5	<b>Training Duration</b>	280	<b>Credit Hours</b>	28
<b>Work Activities</b>	<b>Related Knowledge</b>	<b>Related Skills</b>	<b>Attitude/Safety/Environment</b>	<b>Training Hours</b>	<b>Delivery Mode</b>	<b>Assessment Criteria</b>				
1. Administer legal affairs matters	i. Legal system of Malaysia ii. Government regulations iii. Contentious and non-contentious matters iv. Relevant statutes governing the Malaysian legal landscape			20 hrs	Lecture	i. Current company's legal policies and procedures interpreted and explained  ii. Regulatory requirements of compliance interpreted and explained  iii. Judgment documentation				
		i. Plan company legal affairs activities		30 hrs	Project					

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
		ii. Resolve legal issues iii. Provide legal and ethics advice, guidance and representation iv. Monitor litigation suits v. Representing company's legal issues and policy vi. Provide inputs on all matters which includes contentious and non-contentious matter vii. Advise on contractual implication and obligations	<u>Attitude :</u> i. Integrity in disposing responsibilities ii. Continuously updated legal expertise iii. Sound decision-making iv. Courtesy and respect v. Consensus-building			interpreted and explained iv. Supporting legal documentation prepared and documented according to prescribed format

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
2. Perform business incorporation	i. Company incorporation act ii. Secretarial appointment procedures iii. Documentation for submission to CCM(Companies Commission of Malaysia) which includes; <ul style="list-style-type: none"> <li>▪ Name search</li> <li>▪ CCM Incorporation documents</li> <li>▪ Supporting Incorporation Forms</li> </ul> iv. Incorporation documentation and form such as <ul style="list-style-type: none"> <li>▪ Form 9, 24, 49</li> <li>▪ Memorandum of Article of Association</li> </ul>			30 hrs	Lecture	i. Rationale of incorporating new company explained and documented  ii. Business expansion policy interpreted, explained and documented  iii. Proposal for business incorporation prepared and written according to approved format  iv. CCM's documentations for company's incorporation listed and described
		i. Determine business entity of new company ii. Acquire Government permits to establish a company		30 hrs	Project	

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
		iii. Endorsed business incorporation documents iv. Endorse business incorporation documents v. Submit the application of incorporation of Company (Sdn. Bhd.)	<u>Attitude :</u> i Thorough in vetting company incorporation documents ii Peruse all documents before submission			
3. Administer company's secretarial matters	i. Company's secretarial requirement ii. Secretarial practices requirement iii. Companies act, 1965 iv. Company's secretarial matters which include:			20 hrs	Lecture	i. Current policies and procedures to appoint company's interpreted, explained and documented  ii. Secretarial company services

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
	Incorporation of company Appointment and resignation of Directors Board of Directors meeting Shareholders matters					rendered listed and documented according to approved format
		i. Review secretarial services requirement. ii. Appoint company secretary iii. Company's secretarial matters coordinated iv. Monitor safe-keeping of all statutory records, legal documents and secretarial matters by company secretary v. Liaison with CCM and Company Secretary		30 hrs	Demonstration & Project	



Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
			<u>Attitude :</u> i. Accurate in interpreting procedures ii. Meticulous in preparing documents iii. Able to work under pressure and long working hours.			
4. Perform Government Authorities liaison	i. Related Government Authorities of Federal Government and Local Authorities ii. Related policies and procedures of Government Authorities iii. Related compliances iv. Company's policies and procedures in liaising with Government Regulatory Agencies			30 hrs	Lecture	i. Policies and procedures of related authority interpreted and explained ii. List of authorities complete with compliances requirements compiled and explained the details of the compliances iii. Local authority requirement against business operation interpreted and explained

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
		<ul style="list-style-type: none"> <li>i. Determine best practice of company's compliances to Government Authorities</li> <li>ii. Evaluate policies and procedures of related authority</li> <li>iii. Analyse local authority requirement against business operation.</li> <li>iv. Prepare list of compliances of local authorities and regulatory bodies</li> <li>v. Prepare list of compliance required by regulatory body.</li> <li>vi. Obtain list of compliance from various local authority.</li> <li>vii. Analyse local authorities compliance needs related to business operation.</li> </ul>		40 hrs	Project	<ul style="list-style-type: none"> <li>iv. List of regulatory bodies related to business operation identified, details of the agencies compiled and documented</li> </ul>

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
		<ul style="list-style-type: none"> <li>viii. Prepare list of compliances required by authorities</li> <li>ix. Propose amendments to guidance, based on practical experience</li> <li>x. Co-ordinate enforcement activities</li> </ul>	<p><u>Attitude :</u></p> <ul style="list-style-type: none"> <li>i. Accurate in interpreting procedures</li> <li>ii. Meticulous in preparing documents</li> <li>iii. Able to work under pressure and long working hours.</li> <li>iv. Ability to deal with all levels of people, all cultures, often in complex and difficult situations</li> </ul>			

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
5. Perform corporate relations management	i. Clients Profiles ii. Policies and procedure on corporate communication iii. Company corporate strategic plan iv. Company policies on corporate relation management			20 hrs	Lecture	i. Company policies procedure on communication, based on literature review and case studies, interpreted and explained.  ii. Methods of communication related to company operation procedures prepared and the justifications of the methods selected, explained.
		i. Obtain company's corporate strategic plan ii. Establish relationships with key managers of business clients or Government agencies iii. Acquire new business through client referrals and prospecting. iv. Utilise all communications channels		30 hrs	Demonstration & Project	iii. Effectiveness of method of communication assessed by using clients' referrals to acquire new business.

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
		v. Response to clients feedback by ensuring that all client issues, complaints and product enquiries	<u>Attitude :</u> i. Adhere to local and international service standards ii. Demonstrate excellent client service skills iii. Ability to deal with all levels of people, all cultures, often in complex and difficult situations			

## Employability Skills

Core Abilities	Social Skills
<i>NOT APPLICABLE</i>	<ol style="list-style-type: none"> <li>1. Communication skills</li> <li>2. Conceptual skills</li> <li>3. Interpersonal skills</li> <li>4. Learning skills</li> <li>5. Leadership skills</li> <li>6. Multitasking and prioritizing</li> <li>7. Self-discipline</li> <li>8. Teamwork</li> </ol>

## Tools, Equipment and Materials (TEM)

ITEMS	RATIO (TEM: Trainees)
1. Computer system	1 : 1
2. Brainstorming workshop TEMs	
(i) Flip charts	1 : 20
(ii) Marker pens	1 : 5
(iii) LCD Projector	1 : 20
3. Legal document	1 : 1
4. Government regulations	1 : 1
5. Labour & Company law	1 : 1
6. Business Incorporation documentation and form	1 : 1
7. Companies act 1965	1 : 1
8. Related policies and procedures of Government Authorities	1 : 1
9. Company's policies and procedures in liaising with Government Regulatory Agencies	1 : 1
10. Clients Profiles	1 : 1

## References

### REFERENCES

1. Otto Lerbinger 2006, Corporate Public Affair : Interacting with interest groups, media and government. Published By Taylor & Francis e-Library. ISBN 0-8058-5642-0.
2. Joep Cornelissen 2008, Corporate Communication : A Guide to Theory and Practice 2<sup>nd</sup> Edition. Published By SAGE Asia Publications Asia Pacific Pte. Ltd. ISBN 978-1-84787-245-6.
3. Gloria S. Chan 2006, Management Communication In The Global Era : Reading For Asian Manager. Copyright By Ateno de Manila University. ISBN 971-550-125-7

### CURRICULUM of COMPETENCY UNIT (CoCU)

<b>Sub Sector</b>		BUSINESS MANAGEMENT								
<b>Job Area</b>		CORPORATE MANAGEMENT								
<b>NOSS Title</b>		CORPORATE LEADERSHIP								
<b>Competency Unit Title</b>		TECHNOLOGY MANAGEMENT								
<b>Learning outcome</b>		<p>The outcome of the CU is to ensure that technology management of business activities are coordinated to ensure sustainability and innovative technology in corporate organisation. The person who is competent in this CU shall be able to:-</p> <p>Analyse current usage and sustainability of existing technology            Manage company's information technology system            Perform business process analysis            Manage new technology implementation</p>								
<b>Competency Unit Code</b>		FB-001-5:2012-C04	<b>Competency Type</b>	Core	<b>Level</b>	5	<b>Training Duration</b>	280	<b>Credit Hours</b>	28
<b>Work Activities</b>	<b>Related Knowledge</b>	<b>Related Skills</b>	<b>Attitude/Safety/Environment</b>		<b>Training Hours</b>	<b>Delivery Mode</b>	<b>Assessment Criteria</b>			
1. Analyse current usage and sustainability of existing technology	i List of currently available systems in the company ii Productivity report on usage of existing systems iii Overall quality and efficiency of business practice iv Company's quality policy				20 hrs	Lecture	i. Productivity report of existing systems interpreted, discussed and written according to a prescribed format  ii. Overall quality of business practice assessed, discussed and documented			
		i. Examine the sustainability of			30 hrs	Demonstration &				



Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
		current usage of technology ii. Examine the functionality of the technology installed iii. Examine the effectiveness of the technology installed iv. Document analysis of sustainability of existing technology	<u>Attitude :</u> i. Meticulous in analysing work ii. Methodical in examining data and information iii. Meticulous in writing report iv. Maintain confidentiality of information		Observation	according to a prescribed format  iii. Effectiveness of the technology installed assessed, discussed and documented according to prescribed format  iv. Analysis of sustainability of the existing technology compiled, elaborated and presented effectively
2. Manage company's information technology system	i. Business operation information flow ii. ISP (Information System Planning) iii. Company information systems infrastructure which include: Computer systems Connectivity systems			40 hrs	Lecture	i. Components of Information Systems(IS) infrastructure illustrated and explained  ii. Concepts and mechanisms of Enterprise applications explained by

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
	Decision support systems Executive Information Systems Application Software iv. Concepts and mechanisms of Enterprise applications which includes; Enterprise Resource Planning (ERP) Supply Chain Management (SCM) Customer Relationship Management (CRM) Knowledge Management System (KMS)					using case study approach  iii. Implementation of information systems documented and presented with graphics illustration using advance graphical presentation software.
		i. Assess business operation information flow ii. Determine information system management requirement iii. Plan implementation		50 hrs	Demonstration & Project	

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
		<p>of company information system infrastructure by utilizing Enterprise applications such as; ERP, SCM, CRM, KMS</p> <p>iv. Carry out implementation of information system which includes;</p> <ul style="list-style-type: none"> <li>Information infrastructure</li> <li>Data / information</li> <li>Manpower</li> </ul> <p>v. Evaluate effectiveness of information system management</p> <p><u>Attitude :</u></p> <ul style="list-style-type: none"> <li>i. Meticulous in analysing work</li> <li>ii. Methodical in examining data and information</li> <li>iii. Meticulous in writing report</li> <li>iv. Maintain confidentiality of information</li> </ul>				
3. Perform business process	i. Business process analysis methods include;			20 hrs	Lecture	i. Concept and mechanism of a seamless

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
analysis	Process Flow Diagram Timing Analysis ii. Risk analysis iii. Functionality assessment iv. Systems integration v. Systems integrity					integration of business systems explained in detail to show clearly the design and implementation, as to achieve the aforesaid terminology, ie. "seamless integration".
		i. Examine business architecture functionality ii. Ascertain seamless integration of business systems iii. Ascertain integrity of inputs and outputs iv. Execute risk assessment analysis v. Document business process analysis findings	<u>Attitude :</u> i. Meticulous in analysing work ii. Methodical in examining data and information iii. Meticulous in writing report iv. Maintain confidentiality of information	30 hrs	Demonstration & Project	ii. Integrity of inputs and outputs of all systems examined and checked against reference data and information  iii. Risk assessment analysis explained, which includes the qualitative and quantitative assessment calculations.  iv. Business process analysis findings documented and presented

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
4. Manage new technology implementation	<ul style="list-style-type: none"> <li>i Categories of requirements which includes; Customer requirements Architectural requirements Structural requirements Functional requirements Performance requirements Design requirements Behavioral requirements</li> <li>ii Technology scanning process which includes; Synthesis of available technologies Established relevant technologies Inventory selected applicable technologies</li> <li>iii Strategic technological change</li> <li>iv New technology products/application</li> </ul>			40 hrs	Lecture	<ul style="list-style-type: none"> <li>i. Design requirements described in detail, with illustrations, which include; Architectural requirements Structural requirements Functional requirements Performance requirements</li> <li>ii. Inventory of new technology collated, documented and explained according to technology scanning process</li> <li>iii. Outcome of the requirement analysis and the results of technology scanning documented and presented</li> </ul>

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
		<ul style="list-style-type: none"> <li>i Identify key stakeholders</li> <li>ii Compiled stakeholders requirements</li> <li>iii Interpret stakeholder requirements</li> <li>iv Synthesize available technologies</li> <li>v Inventory the synthesized new technology products / application</li> <li>vi Document findings of the requirement analysis and the results of technology scanning</li> <li>vii Present to the Board for approval</li> <li>viii Deploy project team to implement the approved proposal</li> </ul>	<p><u>Attitude :</u></p> <ul style="list-style-type: none"> <li>i Meticulous in analysing work</li> <li>ii Methodical in examining data and information</li> <li>iii Meticulous in writing report</li> <li>iv Maintain confidentiality of information</li> </ul>	50 hrs	Demonstration & Project	

## Employability Skills

Core Abilities	Social Skills
NOT APPLICABLE	<ol style="list-style-type: none"> <li>1. Communication skills</li> <li>2. Conceptual skills</li> <li>3. Interpersonal skills</li> <li>4. Learning skills</li> <li>5. Leadership skills</li> <li>6. Multitasking and prioritizing</li> <li>7. Self-discipline</li> <li>8. Teamwork</li> </ol>

## Tools, Equipment and Materials (TEM)

ITEMS	RATIO (TEM: Trainees)
<ol style="list-style-type: none"> <li>1. Computer system</li> <li>2. Application software, which include;               <ol style="list-style-type: none"> <li>4<sup>th</sup>. GL RDBMS</li> <li>DSS</li> <li>ERP</li> <li>EIS</li> <li>CRM</li> <li>KMS</li> </ol> </li> <li>3. Productivity report on usage of existing systems</li> <li>4. Company's policies &amp; procedures</li> <li>5. Information system planning (ISP) documentation</li> <li>6. Functionality assessment report</li> <li>7. System integration documentation</li> </ol>	<ol style="list-style-type: none"> <li>1 : 1</li> <li>1 : 1</li> <li>1 : 5</li> <li>1 : 1</li> <li>1 : 1</li> <li>1 : 1</li> <li>1 : 1</li> </ol>

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2. Peter F. Drucker (2011), Technology Management And Society <sup>3rd</sup> Edition. British Library Catalogue. ISBN 0-434-90396-5.
3. Goran D. Putnik and Maria Manuela Cunha (2006), Knowledge and Technology Management in Virtual Organisation : Issues, Trends, Oppurtunities and Solutions. British In Cataloging In Publication Data. ISBN 1-59904-165-0.
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### CURRICULUM of COMPETENCY UNIT (CoCU)

<b>Sub Sector</b>		BUSINESS MANAGEMENT									
<b>Job Area</b>		CORPORATE MANAGEMENT									
<b>NOSS Title</b>		CORPORATE LEADERSHIP									
<b>Competency Unit Title</b>		GLOBAL MARKETING MANAGEMENT									
<b>Learning outcome</b>		<p>The outcome of this competency is to generate business across the globe, crossing borders of culture, political lanscape and economic climate, thus ensuring company's business sustainability .The person who is competent in this CU shall be able to:-</p> <p>Perform cross culture management</p> <p>Manage international customer relations</p> <p>Manage international sales &amp; marketing activities</p>									
<b>Competency Unit Code</b>		FB-001-5:2012-C05	<b>Competency Type</b>	Core	<b>Level</b>	5	<b>Training Duration</b>	210	<b>Credit Hours</b>	21	
<b>Work Activities</b>	<b>Related Knowledge</b>	<b>Related Skills</b>	<b>Attitude/Safety/Environment</b>	<b>Training Hours</b>	<b>Delivery Mode</b>	<b>Assessment Criteria</b>					
1. Perform cross culture management	i. Organisation's structure ii. Global business venture policies and procedure iii. Global communication technologies iv. Culture differences, conflicts and miscommunication v. Inter and intra-organisational connections and identities of foreign country.			20 hrs	Lecture	i. Company policies and procedures on global business venture(s) challenge, interpreted, explained and documented according to prescribed format.  ii. Analysis of target country's culture carried out by					

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/ Environment	Training Hours	Delivery Mode	Assessment Criteria
		i. Determine the company policies and procedure on global business venture. ii. Analyse Inter and intra-organisational connections and identities of foreign country iii. Interpret the corporate policies and procedure on global business venture iv. Interpret foreign country culture such as; Culture classification High context culture Low context culture v. Determine business ethics and global risk environment	<u>Attitude :</u> i. Meticulous in preparing document	30 hrs	Demonstration & project	using various fact finding techniques and explained by documenting the findings.  iii. Business destination countries working ethics described based literature study of various countries in the world, of which at least one country from each economic classifications, ie. advance countries, developed nations, the 3 <sup>rd</sup> .world countries.

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
			ii. Maintain an open and adaptable mind for different management and negotiation styles and practices			
2. Manage international customer relations	i. Customer relation Management (CRM) Motivations Gain from CRM Challenges Guidelines for Successful CRM Implementation ii. PR (Public Relation) approach based on country segmentations such as; Demographics Socioeconomic Variables Behavior Lifestyle iii. Market potential iv. Competitors information			30 hrs	Lecture	i. International customer relations procedures and management interpreted and explained.  ii. The procedures of customisation of product(s) to meet customer requirements interpreted and explained to highlight the critical elements of the procedures.  iii. International customer relations issues

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/ Environment	Training Hours	Delivery Mode	Assessment Criteria
	v. Foreign exchange vi. Prescriptive information vii. Resources information					and challenges discussed in a case study approach and presented effectively, so as to determine a profound understanding of the subject matter
		i. Interpret international customer relations procedures ii. Interpret Customer relation management requirements iii. Identify customers detailed information iv. Differentiate customers and rank them in terms of their value to the company v. Develop cost effective forms of interaction vi. Customize the product or service according to the country requirement		40 hrs	Demonstration & project	

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
			<u>Attitude:</u> i. Knowledgeable in job function ii. Maintain professionalism at all time iii. Thorough in analyzing facts/ inputs			
3. Manage international sales & marketing activities	i. Global Product Policy decision Developing new product for new Market Global branding strategy Managing multinational product line Product piracy Country-of-Origin Global marketing service ii. Global Pricing matter which include Drivers of Foreign Market Price			40 hrs	Lecture	i. Marketability analysis of product and services for international market carried out and interpreted and presented, by applying various techniques, such as literature review, case studies and interview.  ii. Foreign government laws and regulations list out based on analysis findings

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/ Environment	Training Hours	Delivery Mode	Assessment Criteria
	Pricing in Inflationary environments Global Pricing and currency movements Transfer Pricing Global Pricing and Antidumping Regulation Price Coordination Pricing Policy (USD, Euro ect) iii. Foreign government laws and regulations such as: Prevailing international laws Protectionist laws Tax laws Role of contracts iv. Potential country Economic environment which includes : Intertwined world economic Evolution of cooperative					iii. Proposal of international business plan and contingencies prepared according to correct format iv. Procedure of selecting staff for international sales and marketing activities explained v. Monitoring methods of sales & marketing at regular intervals explained by providing the justifications and reliability of the methods applied.

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/ Environment	Training Hours	Delivery Mode	Assessment Criteria
	global trade agreement Position in Foreign Direct Investment (FDI) Regional Economic arrangement v. Financial Environment International monetary system Foreign Exchange and Foreign Exchange rates Marketing in USD and Euro- land vi. Cultural Environment and Buying Behavior vii. Political and Legal Environment Political Environment- International Agreements International Law					

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/ Environment	Training Hours	Delivery Mode	Assessment Criteria
		<ul style="list-style-type: none"> <li>i. Determine Products/ services for international market</li> <li>ii. Interpret Government agencies providing global trade support</li> <li>iii. Interpret foreign government laws and regulations</li> <li>iv. Interpret prevailing international laws</li> <li>v. Determine potential business partner of foreign country</li> <li>vi. Prepare the International business plan and contingencies</li> <li>vii. Determine staff for international business as per management and foreign country requirement</li> <li>viii. Monitor sales &amp; marketing activities at regular interval</li> </ul>		50 hrs	Demonstration & project	



Work Activities	Related Knowledge	Related Skills	Attitude/Safety/ Environment	Training Hours	Delivery Mode	Assessment Criteria
			<u>Attitude:</u> i. Thorough vetting documents ii. Systematic in compiling documents iii. Maintain high-level of professionalism			

### Employability Skills

Core Abilities	Social Skills
NOT APPLICABLE	1. Communication skills 2. Conceptual skills 3. Interpersonal skills 4. Learning skills 5. Leadership skills 6. Multitasking and prioritizing 7. Self-discipline 8. Teamwork

### Tools, Equipment and Materials (TEM)

ITEMS	RATIO (TEM: Trainees)
1. Computer system	1 : 1
2. Global business venture policies and procedure	1 : 1
3. Market potential reports	1 : 1
4. Global Product Policy documents	1 : 1
5. Global Pricing	1 : 1
6. Foreign government laws and regulations	1 : 1
7. Financial International monetary system	1 : 1
8. Political and Legal Environment documents	1 : 1
9. International Law	1 : 1
10. International marketing travels guide	1 : 1

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### CURRICULUM of COMPETENCY UNIT (CoCU)

<b>Sub Sector</b>		BUSINESS MANAGEMENT								
<b>Job Area</b>		CORPORATE MANAGEMENT								
<b>NOSS Title</b>		CORPORATE LEADERSHIP								
<b>Competency Unit Title</b>		ACCOUNTING AND FINANCIAL MANAGEMENT								
<b>Learning outcome</b>		<p>The outcome of the CU is to ensure that all the activities involved in accounting activities are carried out according to company's policies, regulation, accounting procedures and financial strategy. The person who is competent in this CU shall be able to:-</p> <ul style="list-style-type: none"> <li>Review accounting statements</li> <li>Carry out credit management analysis</li> <li>Manage business financing activities</li> <li>Manage company's financial health</li> <li>Manage business investment</li> <li>Administer taxation matters</li> </ul>								
<b>Competency Unit Code</b>		FB-001-5:2012-C06	<b>Competency Type</b>	Core	<b>Level</b>	5	<b>Training Duration</b>	410	<b>Credit Hours</b>	41
<b>Work Activities</b>	<b>Related Knowledge</b>	<b>Related Skills</b>	<b>Attitude/Safety/Environment</b>	<b>Training Hours</b>	<b>Delivery Mode</b>	<b>Assessment Criteria</b>				
1. Review accounting statements	<ul style="list-style-type: none"> <li>i. Accounting period of twelve(12) months duration</li> <li>ii. Cash flow statement</li> <li>iii. Profit &amp; Loss (P&amp;L) statement</li> <li>iv. Balance sheet statement</li> <li>v. Procedures to acquire accounting</li> </ul>			40 hrs	Lecture	<ul style="list-style-type: none"> <li>i. Types of account statement listed out</li> <li>ii. Procedures of acquiring accounting statements explained correctly</li> <li>iii. Procedures of interpreting account statement explained correctly</li> </ul>				

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
	statements vi. Accounting statements review format vii. Techniques of interpreting accounting statements					iv. Techniques of interpreting accounting statements determined v. Comparison of accounting statement with previous years report executed meticulously vi. Results of the analysis documented
		i. Determine accounting period ii. Acquire Cash flow statement iii. Acquire Profit & Loss (P&L) statement iv. Acquire Balance Sheet statement v. Interpret cash flow statement vi. Interpret Profit & Loss (P&L) statement vii. Interpret Balance Sheet statement viii. Compare accounting statements with previous year ix. Determine trend of company's accounts for the last five years		50 hrs	Demonstration & Project	

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
		x. Compile outcome of the accounting statements analysis	<u>Attitude:</u> i. Meticulous in interpreting accounting statements ii. Ensure arithmetical accuracy in calculating the accounting figures			
2. Carry out credit management analysis	i. A/P Ageing report ii. Customers payment mode iii. Vendors payment mode iv. Guideline on credit management strategies			20 hrs	Lecturer	i. Technique of interpreting ageing reports listed out ii. Ageing report of Accounts Receivable (A/R) and Accounts Payable (A/P) interpreted based on accounting procedures
		i. Examine accounts receivable (A/R). ii. Examine Account Payable (A/P) ageing report		40 hrs	Demonstration & Observation	iii. Proposal for new or enhanced client's collection and vendor's payment strategy prepared according to company's format

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
		iii. Reassess customer collection mode iv. Reassess vendors payment mode v. Interpret guidelines on credit management strategies vi. Work out a new or enhanced collection strategy vii. Work out a new or enhanced payment strategy viii. Document the findings of the company's collection and payment status	<u>Attitude:</u> i. Meticulous in interpreting accounting statements ii. Ensure arithmetical accuracy in calculating the accounting figures			iv. Results of the company's credit analysis documented according to company procedures

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
			iii. Ensure corporate governance procedures in analysing information are followed			
3. Manage business financing activities	i. Company's business plan ii. Capital expenditure (CAPEX) requirement iii. Business operational expenditure (OPEX) iv. Financial institutions' information compiled v. Types of business funding such as; Bank loans Government grants Investor funding vi. Business funding requirements which include:			40 hrs	Lecture	i. Procedure to prepare company business plan explained ii. Business funding requirement listed out iii. Financial institutions' / Government Grants Agencies information compiled comprehensively iv. Business funding proposal prepared according to financial institution's / Government Grants Agencies (funding organizations) requirement

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
	Purpose of funding Maximum amount required Preferred type of funding Collateral Corporate guarantee vii. Financial institutions approval hierarchy					v. Approval procedures of funding explained according to financial institution practice
		i. Acquire company's business plan ii. Interpret business plan iii. Determine business capital expenditure (CAPEX) requirement iv. Determine business operational expenditure (OPEX) v. Determine business funding requirement		50 hrs	Demonstration & Project	



Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
		vi. Prepare funding proposal as per financial organizations procedures and formats. vii. Liase with financial institutions for approval	<u>Attitude:</u> i. Meticulous in preparing proposal ii. Ensure professionalism at all times in negotiating with financial institutions personnel			
4. Manage company's financial health	i. Company's financial history information such as; Audited Report Company's annual report ii. Ratio Analysis iii. Financial ratios which include;			20 hrs	Lecture	i. Analysis of financial Ratios executed meticulously to recognised company's vital statistics which include liquidity, profitability, debt payment ability and operation efficiency

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
	Liquidity Ratios Leverage Ratios Operating Ratios Profitability Ratios					ii. Procedures of monitoring and controlling CAPEX and OPEX explained according to company's budget
		i. Acquire Financial Reports which include ; Balance Sheet Income Statements Cash Flow Statements Profit & Loss Statement ii. Calculate Financial Ratios iii. Interpret Financial Ratios iv. Assess CAPEX and OPEX utilization	<u>Attitude:</u> i. Maintain confidentiality at all times	30 hrs	Demonstration & Project	iii. Cash flow adjustment executed according to business operation and financial status requirements

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
5. Manage business investment	i. Category of investment such as; Real estates Stocks, shares, commodities and futures Land Commercial (trade) Industrial ii. Technique of investment appraisal Risk analysis Business continuity analysis iii. Macro & micro economy			20 hrs	Lecture	i. Types of investment listed out according to business environment ii. Analysis of business feasibility executed according to correct technique iii. Proposal for new potential investment prepared correctly according to format and presented articulately to BOD for approval
		i. Examine company's current investment portfolios which include; Real estates Stocks & shares Land Commercial (trade) Industrial		40 hrs	Demonstration & Project	

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
		ii. Determine ROI (Return on Investment) of potential new investments. iii. Determine the duration of investment iv. Prepare investment proposal for Board of Directors approval	<u>Attitude:</u> i. Maintain confidentiality at all times			
6. Administer taxation matters	i. List of certified Tax auditor ii. Taxation strategies adopted according to company's financial strategy and corporate governance policies iii. Tax evaluation documentation and forms of Lembaga Hasil Dalam Negeri (LHDN)			20 hrs	Lecture	i. Procedure to appoint Certified Tax auditor explained according to company procedure. ii. Taxation requirements listed out according to taxation policies and procedures iii. Financial statements reviewed according to taxation

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
	iv. Tax payment scheduled of LHDN					requirements.
		i. Appoint Certified Tax auditor ii. Interpret financial statements iii. Interpret Government Tax Relieve scheduled iv. Asses tax evaluation prepared by tax auditor v. Determine tax strategies based on tax evaluation prepared by tax auditor vi. Verify tax evaluation submission documentation vii. Coordinate with Chief Financial Officer for submission and payment process	<u>Attitude:</u> i. Maintain confidentiality at all times	40 hrs	Demonstration & Project	iv. Proposal of taxation strategies prepared and presented articulately to BOD v. Submission of tax evaluation carried out according to authority (LHDN) requirements

## Employability Skills

Core Abilities	Social Skills
NOT APPLICABLE	<ol style="list-style-type: none"> <li>1. Communication skills</li> <li>2. Conceptual skills</li> <li>3. Interpersonal skills</li> <li>4. Learning skills</li> <li>5. Leadership skills</li> <li>6. Multitasking and prioritizing</li> <li>7. Self-discipline</li> <li>8. Teamwork</li> </ol>

## Tools, Equipment and Materials (TEM)

ITEMS	RATIO (TEM: Trainees)
<ol style="list-style-type: none"> <li>1. Computer system</li> <li>2. Cash flow statement</li> <li>3. Profit &amp; Loss (P&amp;L) statement</li> <li>4. Balance sheet statement</li> <li>5. Procedures to acquire accounting statements</li> <li>6. Accounting statements review format</li> <li>7. A/P Ageing report</li> <li>8. Guideline on credit management strategies</li> <li>9. Financial institutions' information</li> <li>10. Business funding proposal</li> <li>11. Company's financial history Audited Report</li> <li>Company's annual report</li> <li>12. Tax evaluation document</li> </ol>	<ol style="list-style-type: none"> <li>1 : 1</li> <li>1 : 1</li> <li>1 : 1</li> <li>1 : 1</li> <li>1 : 1</li> <li>1 : 1</li> <li>1 : 1</li> <li>1 : 1</li> <li>1 : 1</li> <li>1 : 1</li> <li>1 : 1</li> <li>1 : 1</li> <li>1 : 1</li> </ol>

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3. Dr. R. K. Mittal (2007) Management Accounting and Financial Management. Published By V.K (India) Enterprises. ISBN 81-87140-74-7.
4. Steven Berger. Fundamental of Health Care Financial Management : A Practice Guide to Fiscal Issues and Activities . Published by Jossey – Bass. San Francisco. ISBN 978-0-470-31400-5
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### CURRICULUM of COMPETENCY UNIT (CoCU)

<b>Sub Sector</b>		BUSINESS MANAGEMENT								
<b>Job Area</b>		CORPORATE MANAGEMENT								
<b>NOSS Title</b>		CORPORATE LEADERSHIP								
<b>Competency Unit Title</b>		LOGISTIC MANAGEMENT								
<b>Learning outcome</b>		The outcome of the CU is to ensure that all the activities involved in logistic coordination activities are carried out efficiently to ensure the timely and sustainability of the company. The person who is competent in this CU shall be able to:- Perform transportation management Perform human resources deployment Perform inventory management								
<b>Competency Unit Code</b>		FB-001-5:2012-C07	<b>Competency Type</b>	Core	<b>Level</b>	5	<b>Training Duration</b>	210	<b>Credit Hours</b>	21
<b>Work Activities</b>	<b>Related Knowledge</b>	<b>Related Skills</b>		<b>Attitude/Safety/Environment</b>		<b>Training Hours</b>	<b>Delivery Mode</b>	<b>Assessment Criteria</b>		
1. Perform transportation management	i. Logistical procedure ii. Mode of Transportation; ▪ Air ▪ Rail ▪ Road ▪ Ship iii. Types of goods iv. Transportation requirement : ▪ Route ▪ Packaging ▪ Transportation v. Logistic requirement					40 hrs	Lecture	i. Procedures involving transportation management and logistic management explained clearly ii. Transportation requirements including mode of transportation and vendors listed out and selected according to company		



Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
	includes: <ul style="list-style-type: none"> <li>Type of transportation</li> <li>List of materials</li> </ul> vi. Logistical documentation vii. Category of logistic vendors; <ul style="list-style-type: none"> <li>Types of goods condition</li> <li>Goods delivery procedure</li> </ul> viii. Goods receiving procedure					procedure iii. Coordination of good's transportation executed efficiently by referring to company's policies and procedures
		i. Determine organization of transportation management procedure ii. Determine Logistic management procedures iii. Select mode of Transportation iv. Determine transportation requirement v. Determine vendors requirement vi. Arrangement with vendors to transport goods		40 hrs	Demonstration & Project	

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
		vii. Confirm condition of goods to be delivered	<u>Attitude:</u> i. Meticulous in preparing document ii. Attention to detail in perusing document iii. Precise in method of transportation iv. Ensure goods delivered promptly			
2. Perform human resources deployment	i. List of staff job function and competencies ii. Deployment procedures iii. Scheduling technique iv. Location of deployment v. Operational plan			20 hrs	Lecture	i. Staff records reviewed thoroughly to determine suitable personnel to perform determined task ii. Procedure on selecting staff to perform the jobs explained correctly
		i. Determine list of staff ii. Determine staff job functions		40 hrs	Demonstration & Project	iii. Company's operational planning

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
		iii. Determine deployment procedures iv. Determine scheduling technique v. Prepare operation schedule and staff tasking vi. Determine location of deployment vii. Interpret Operational plan viii. Execute deployment of staff	<u>Attitude:</u> i. Analytical mind in reviewing operational schedule ii. Analytical mind in operation schedule			interpreted correctly by referring to planning document iv. Staff utilization and deployment scheduling prepared according to suitable format v. Arrangement of staff deployment carried out efficiently according to company procedure
3. Perform inventory management	i. Inventory management procedure ii. List of Inventory Tools, Equipment and Materials			30 hrs	Lecture	i. Company procedure on inventory management explained correctly ii. List of stock determined by

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
	iii. Tools, Equipment and Materials condition iv. List of stock and stock level v. Procedure to check stock vi. Stock purchasing procedures vii. Purchasing record procedure					perusing inventory records iii. Current stock level confirmed by executing inspection iv. Company's purchasing procedure obtained and explained v. Confirmation of purchasing records carried out correctly according to procedure
		i. Determine list of tools, equipment and materials ii. Endorse condition of tools, equipment and materials iii. Endorse list of stock iv. Determine purchasing procedure v. Examine stock purchased vi. Compare purchased stock against list of ordered stock	<u>Attitude:</u> i. Accuracy in inventory procedure	40 hrs	Demonstration & Project	

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
			ii. Accuracy in analytical iii. Systematic in determining type of tool, equipment and materials iv. Efficient in control of stock v. Adhere in rules and regulation			

### Employability Skills

Core Abilities	Social Skills
NOT APPLICABLE	1. Communication skills 2. Conceptual skills 3. Interpersonal skills 4. Learning skills 5. Leadership skills 6. Multitasking and prioritizing 7. Self-discipline 8. Teamwork

### Tools, Equipment and Materials (TEM)

ITEMS	RATIO (TEM: Trainees)
1. Computer system	1 : 1
2. Brainstorming workshop TEMs	
(i) Flip charts	1 : 20
(ii) Marker pens	1 : 5
(iii) LCD Projector	1 : 20
3. Logistic procedure	1 : 1
4. Transportation requirement document	1 : 1
5. Goods delivery procedure	1 : 1
6. Job function sample	1 : 1
7. Deployment procedures	1 : 1
8. Operational plan	1 : 1
9. Inventory management procedure	1 : 1
10. Procedure to check stock	1 : 1
11. Stock purchasing procedures	1 : 1
12. Purchasing record procedure	1 : 1

### References

REFERENCES
<ol style="list-style-type: none"><li>1. Reza Zanjirani-Shabnam Rezapour and Laleh Kardar (2011), Logistic Operations And Management Concept And Models 1<sup>st</sup> Edition Elsevier Inc. ISBN USA. 978-0-12-385202-1</li><li>2. Vinod V. Sople (2007), Logistic Management The Supply Chain Imperative 1<sup>st</sup> Edition Pearson Education (Singapore) Pte. Ltd. Published &amp; Printed By Dorling Kindersley (India) Pvt. Ltd. ISBN 978-3-503-11228-9</li><li>3. Wolfgang Kersten/ Thorsten Blecker/ Heike Flaming (Eds.) 2008 Global Logistic Management – Sustainability, Quality, Risks All Right Erich Schmidt Verlag GmbH &amp; Co. Printing :Hubert &amp; Gottingen (Berlin). ISBN 978-3-503-11228-9.</li><li>4. Alan Rushton, Phil Groucher and Peter Baker (2010), The Handbook Of Logistics &amp; Distribution Management 4<sup>th</sup> Edition. Ltd. Derby . Printed in India ISBN 978-0-7494-5935-2.</li></ol>

### CURRICULUM of COMPETENCY UNIT (CoCU)

<b>Sub Sector</b>		BUSINESS MANAGEMENT									
<b>Job Area</b>		CORPORATE MANAGEMENT									
<b>NOSS Title</b>		CORPORATE LEADERSHIP									
<b>Competency Unit Title</b>		C-LEVEL EXECUTIVES DEVELOPMENT									
<b>Learning outcome</b>		<p>The outcome of the CU is to seek a sustainable competitive advantage through striving to be the best of the best, thereby having an effective lead over others and serving as the pace setter. Hence, the ultimate outcome is having leadership skills in various pertinent areas as described above. The person who is competent in this CU shall be able to:-</p> <p style="padding-left: 40px;">Manage C-Level Executives development programmes</p> <p style="padding-left: 40px;">Manage succession planning</p>									
<b>Competency Unit Code</b>		FB-001-5:2012-C08	<b>Competency Type</b>	Core	<b>Level</b>	5	<b>Training Duration</b>	140	<b>Credit Hours</b>	14	
Work Activities	Related Knowledge	Related Skills		Attitude/Safety/Environment		Training Hours	Delivery Mode	Assessment Criteria			
1. Manage C-Level Executives development programmes	i. C-Level Executives development programmes include; personal leadership operational leadership strategic leadership entrepreneurial leadership. ii. Profiles of C-Level Executives iii. Current Malaysian and world economy					30 hrs	Lecture	i. C-Level Executives leaderships' elements, which includes, personal, operational, strategic and entrepreneurial explicitly described  ii. Requirements of development programmes for			

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
	iv. List of corporate training providers / internal trainers					C-Level Executives compiled and explained
		i. Determine C-Level Executives development programmes requirements ii. Identify C-Level Executives iii. Evaluate local and global economic climate iv. Customise development programmes according to the Company's requirement v. Liaise with training providers to implement the development programmes vi. Assess critically the development programme	<u>Attitude:</u> i. Maintain professionalism at all time.	40 hrs	Demonstration & Project	iii. Criteria of selection of C-Level Executives explained according to training development requirement  iv. Techniques of appraising effectiveness of development programmes explained



Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
			ii. Thorough in analyzing facts/ inputs. iii. Thorough in selecting prospects for C-Level Executives iv. Meticulous in preparing development programmes			
2. Manage succession planning	i. Company's mid-term and long-term plans ii. Corporate organisational structure iii. Key business leadership positions iv. C-Level Executives detail profiles v. Process of replacement planning vi. Psychometric tests vii. Talent management			30 hrs	Lecture	i. Key positions of company for succession planning defined and explained  ii. Criteria of selection of C-Level Executives for replacement planning explained  iii. Action plan of succession planning explained and documented according to approved format.
		i. Determine key roles for succession or replacement planning ii. Determine the competencies and motivational profile		40 hrs	Demonstration & Project	

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
		<p>required to undertake those roles</p> <p>iii. Assess people against these criteria - with a future orientation</p> <p>iv. Determine pools of talent that could potentially fill and perform highly in key roles</p> <p>v. Prepare action plan for succession planning</p> <p>vi. Evaluate C-Level Executives performance in succession planning implementation</p>	<p><u>Attitude</u></p> <p>i. Maintain professionalism at all time.</p> <p>ii. Thorough in analyzing facts/ inputs.</p> <p>iii. Thorough in selecting prospects for C-Level Executives</p>			

Work Activities	Related Knowledge	Related Skills	Attitude/Safety/Environment	Training Hours	Delivery Mode	Assessment Criteria
			iv. Meticulous in preparing development programmes			

### Employability Skills

Core Abilities	Social Skills
<i>NOT APPLICABLE</i>	<ol style="list-style-type: none"> <li>1. Communication skills</li> <li>2. Conceptual skills</li> <li>3. Interpersonal skills</li> <li>4. Learning skills</li> <li>5. Leadership skills</li> <li>6. Multitasking and prioritizing</li> <li>7. Self-discipline</li> <li>8. Teamwork</li> </ol>



### Tools, Equipment and Materials (TEM)

ITEMS	RATIO (TEM: Trainees)
1. C-Level Executives documentation	1 : 1
2. Current Malaysian and world economy journals	1 : 1
3. List of corporate training providers / internal trainer	1 : 1
4. Company's mid-term and long-term plans	1 : 1
5. Corporate organisational structure	1 : 1
6. C-Level Executives detail profiles	1 : 1
7. Psychometric tests samples	1 : 1

### References

REFERENCES
<ol style="list-style-type: none"><li>1. Nicholas A.C. Read and Stephen J. Bistriz, E.D (2010), Selling to The C-Suite : What every executive wants you to know about successfully selling to the top 1<sup>st</sup> edition. McGraw Hill Publisher. United State of America.ISBN 978-0-07-162891-4</li><li>2. Steve W. Martin (2009), How to penetrate the C-Level suite convince company leaders to buy. Printed in the United States of America.ISBN 9780979796128.</li></ol>

**SUMMARY OF TRAINING DURATION FOR CORPORATE LEADERSHIP (LEVEL 5)**

NO. ID	COMPETENCY UNIT TITLE	WORK ACTIVITIES	RELATED KNOWLEDGE (A)	RELATED SKILLS (B)	HOURS (A) + (B)	TOTAL (HRS)
FB-001-5:2012-C01	CORPORATE STRATEGIC MANAGEMENT	Formulate organisation's corporate statements	20	30	50	210
		Organise corporate strategic analysis session	40	50	90	
		Formulate corporate strategic business plan	20	50	70	
FB-001-5:2012-C02	CORPORATE GOVERNANCE MANAGEMENT	Analyse corporate governing goals and stakeholders' roles & relationships of the company	30	30	60	250
		Perform Government authorities liaison	30	30	60	
		Perform preventing and mitigating conflicts of interests	20	30	50	
		Manage corporate governance mechanisms and controls	40	40	80	
FB-001-5:2012-C03	CORPORATE AFFAIRS AND COMMUNICATION MANAGEMENT	Administer legal affairs matters	20	30	50	220
		Perform business incorporation	20	30	50	
		Administer company's secretarial matters	30	40	70	
		Perform corporate relations management	20	30	50	
FB-001-5:2012-C04	TECHNOLOGY MANAGEMENT	Analyse current usage and sustainability of existing technology	20	30	50	280
		Manage company's information technology system	40	50	90	
		Perform business process analysis	20	30	50	
		Manage new technology implementation	40	50	90	
FB-001-5:2012-C05	GLOBAL MARKETING MANAGEMENT	Perform cross culture management	20	30	50	210
		Manage international customer relations	30	40	70.0	
		Manage international sales & marketing activities	40	50	90.0	
FB-001-5:2012-C06	ACCOUNTING & FINANCIAL MANAGEMENT	Review accounting statements	40	50	90	410
		Carry out credit management analysis	20	40	60	
		Manage business financing activities	40	50	90	
		Manage company's financial health	20	30	50	
		Manage business investment	20	40	60	
		Administer taxation matters	20	40	60	
FB-001-5:2012-C07	LOGISTICS MANAGEMENT RELATIONSHIPS	Perform transportation management	40	40	80	210
		Perform human resources deployment	20	40	60	
		Perform inventory management	30	40	70	
FB-001-5:2012-C08	C-LEVEL EXECUTIVE DEVELOPMENT	Manage C-Level Executives development programmes	30	40	70	140
		Manage succession planning	30	40	70	
TOTAL HOURS (Core Competencies)			810	1120	1930	1930
TOTAL HOURS (+ Elective Competency)			810	1120	0	1930