

Services

A1 Analyze and improve business

A1.1 Analyze the external environment

- A1.1.1 Analyze external political changes and the legal and regulatory environment
- A1.1.2 Evaluate technological innovations and scientific trends in the external environment
- A1.1.3 Analyze demographic, social and cultural trends in the external environment
- A1.1.4 Analyze economic changes and industry trends in the external environment
- A1.1.5 Analyze potential suppliers as part of shaping development strategy
- A1.1.6 Analyze potential contractors as part of shaping development strategy
- A1.1.7 Analyze competition as part of shaping development strategy

A1.2 Analyze the internal environment

- A1.2.1 Assess and analyze quality of services on offer
- A1.2.2 Analyze service mix
- A1.2.3 Assess and analyze costs of service provision
- A1.2.4 Assess and analyze efficiency of business processes
- A1.2.5 Assess and analyze labor efficiency

A1.3 Develop business concept and strategy

- A1.3.1 Identify appropriate market outlets
- A1.3.2 Develop and negotiate marketing strategy
- A1.3.3 Develop business plans for project/investment solutions
- A1.3.4 Develop strategic development plan
- A1.3.5 Prepare and adjust short-term development plans

A1.4 Develop business management model

- A1.4.1 Set organizational goals and develop management policies
- A1.4.2 Design business processes and management subsystems
- A1.4.3 Generate technical specifications for automating business processes
- A1.4.4 Design organizational structure
- A1.4.5 Design workplace conditions
- A1.4.6 Design procedures for surveying and analyzing the external and internal business environment
- A1.4.7 Develop staff incentive schemes
- A1.4.8 Develop quality management system

A1.5 Implement organizational changes

- A1.5.1 Plan organizational changes
- A1.5.2 Take steps to implement organizational changes
- A1.5.3 Monitor implementation of organizational changes

A1.6 Support and monitor management performance

- A1.6.1 Audit internal regulatory and administrative documentation
- A1.6.2 Monitor compliance with regulatory and procedural requirements

A2 Develop new and improve existing services

A2.1 Develop a new service's concept

- A2.1.1 Identify market segments for a new service
- A2.1.2 Translate potential clients' needs and wants into requirements for a new service
- A2.1.3 Envisage and design features of a new service
- A2.1.4 Design a new service's life cycle
- A2.1.5 Design and introduce new technologies in a new service's concept
- A2.1.6 Determine price and cost of providing a new service as part of designing a new service's concept

A2.2 Develop marketing and sales strategies for a new service

- A2.2.1 Forecast behavior of target market segments
- A2.2.2 Select distribution channels for a new service
- A2.2.3 Develop competitive marketing strategy for a new service
- A2.2.4 Develop pricing strategy for a new service
- A2.2.5 Develop advertising and promotion strategies for a new service
- A2.2.6 Develop sales forecast for a new service

A2.3 Develop provision process for a new service and requirements for necessary resources

- A2.3.1 Develop provision process for a new service
- A2.3.2 Develop temporal and material standards for provision of a new service
- A2.3.3 Develop equipment and infrastructure requirements for provision of a new service
- A2.3.4 Develop qualification requirements for personnel involved in providing a new service
- A2.3.5 Design monitoring and statistical analysis procedures for a new service
- A2.3.6 Monitor testing of a new service
- A2.3.7 Patent, license or certify know-how of a new service

A2.4 Improve existing services

- A2.4.1 Analyze client complaints and suggestions for service improvement
- A2.4.2 Develop proposals for service improvement
- A2.4.3 Select economically sound proposals for service improvement
- A2.4.4 Develop proposals for improving service provision process
- A2.4.5 Select economically sound proposals for improving service provision process

A3 Manage promotion and sales of services

A3.1 Promote services

- A3.1.1 Analyze client database
- A3.1.2 Develop and implement client retention programs
- A3.1.3 Identify need for attracting new clients
- A3.1.4 Develop and implement programs to promote services to target markets

A3.2 Identify a client's needs and negotiate conditions of service provision

- A3.2.1 Identify a client's needs
- A3.2.2 Negotiate conditions and deadlines for providing services to a client
- A3.2.3 Determine prices and payment methods for services provided to a client

A3.3 Contract with a client

- A3.3.1 Assess a client's credibility to identify possibilities for further cooperation

- A3.3.2 Draft a contract with a client
- A3.3.3 Carry out legal assessment of a contract with a client
- A3.3.4 Sign a contract with a client

A3.4 Receive a client's orders

- A3.4.1 Register an order received from a client
- A3.4.2 Issue an invoice to a client
- A3.4.3 Process a client's enquiries as to the status of his/her order
- A3.4.4 Receive a client's payment

A3.5 Analyze client satisfaction

- A3.5.1 Survey clients to assess their degree of satisfaction
- A3.5.2 Assess client satisfaction in quantitative terms
- A3.5.3 Classify and group client claims and suggestions

A4 Manage procurement

A4.1 Plan material purchases

- A4.1.1 Forecast material prices
- A4.1.2 Develop master procurement plan for a period
- A4.1.3 Schedule obligation payments to material suppliers for a period

A4.2 Select material suppliers

- A4.2.1 Analyze potential material suppliers
- A4.2.2 Identify possible conditions for cooperation with material suppliers
- A4.2.3 Evaluate credibility of material suppliers
- A4.2.4 Conduct tenders among material suppliers

A4.3 Contract with a material supplier

- A4.3.1 Draft a contract with a material supplier
- A4.3.2 Carry out legal assessment of a contract with a material supplier
- A4.3.3 Sign a contract with a material supplier

A4.4 Monitor and manage material deliveries

- A4.4.1 Schedule material deliveries for a period
- A4.4.2 Organize delivery of materials from suppliers
- A4.4.3 Settle disputes with material suppliers

A4.5 Receive and store materials and distribute materials from the supply warehouse among departments

- A4.5.1 Accept materials from suppliers
- A4.5.2 Place and store materials in the supply warehouse
- A4.5.3 Distribute materials from the supply warehouse to departments

A4.6 Evaluate material suppliers

- A4.6.1 Analyze regularity of deliveries from a material supplier
- A4.6.2 Analyze material quality as part of a supplier's evaluation
- A4.6.3 Define material supplier selection criteria

A5 Provide services to clients

A5.1 Plan provision of services to clients

- A5.1.1 Schedule provision of services to clients

- A5.1.2 Forecast material requirements for service provision
- A5.1.3 Forecast workforce requirements for service provision
- A5.1.4 Manage and supervise service provision

A5.2 Provide services to a client

- A5.2.1 Provide services to a client

A6 Manage process equipment

A6.1 Select configuration of process equipment and schedule supplies thereof

- A6.1.1 Analyze technical requirements for process equipment
- A6.1.2 Analyze process equipment failures
- A6.1.3 Analyze noncompliances of services to identify requirements for process equipment
- A6.1.4 Determine whether new process equipment needs to be purchased (produced) or existing equipment upgraded
- A6.1.5 Schedule purchase (process) of new or upgrade of existing process equipment

A6.2 Design and produce process equipment and its components

- A6.2.1 Develop design documentation for process equipment and its components
- A6.2.2 Produce process equipment and its components

A6.3 Schedule process equipment maintenance and repairs

- A6.3.1 Schedule major repairs of process equipment
- A6.3.2 Plan scheduled and preventive repairs of process equipment
- A6.3.3 Schedule process equipment maintenance and routine servicing
- A6.3.4 Identify requirements for spare parts and materials needed to repair process equipment
- A6.3.5 Identify need for outside services to maintain process equipment
- A6.3.6 Schedule process equipment repairs for a period

A6.4 Ensure ongoing and routine maintenance of process equipment

- A6.4.1 Monitor and evaluate state of process equipment as part of its ongoing maintenance
- A6.4.2 Carry out routine maintenance of process equipment
- A6.4.3 Carry out ongoing maintenance of process equipment

A6.5 Repair, restore and upgrade process equipment

- A6.5.1 Remove process equipment for repairs, restoration or upgrading
- A6.5.2 Remove units, components and parts from process equipment for repairs or upgrading
- A6.5.3 Inspect components, spare parts and materials removed from process equipment for repairs or upgrading
- A6.5.4 Store and issue components, spare parts and materials for repairs and upgrades of process equipment from warehouses of maintenance departments
- A6.5.5 Organize repairs and restoration of parts and assemblies of process equipment
- A6.5.6 Install operational units, components and parts as part of process equipment repairs or upgrade

A6.6 Purchase process equipment

- A6.6.1 Select suppliers of process equipment
- A6.6.2 Contract with a supplier of process equipment
- A6.6.3 Monitor and manage supplies of process equipment
- A6.6.4 Receive and store process equipment
- A6.6.5 Settle disputes with suppliers of process equipment
- A6.6.6 Evaluate suppliers of process equipment

A6.7 Put process equipment into operation

- A6.7.1 Install process equipment
- A6.7.2 Set up process equipment
- A6.7.3 Determine operational availability of process equipment
- A6.7.4 Put process equipment into operation

A7 Manage information systems and IT infrastructure equipment

A7.1 Determine configuration of information systems and IT infrastructure equipment of our company and develop plans for supplying such systems and equipment

- A7.1.1 Analyze requirements for information systems and IT infrastructure equipment of our company
- A7.1.2 Analyze failures of information systems and IT infrastructure equipment of our company
- A7.1.3 Forecast failures of information systems and IT infrastructure equipment of our company
- A7.1.4 Determine need for purchasing, developing or upgrading of information systems and IT infrastructure equipment of our company
- A7.1.5 Schedule purchase or production of new or upgrade of existing information systems and IT infrastructure equipment of our company

A7.2 Schedule maintenance and repairs of information systems and IT infrastructure equipment of our company

- A7.2.1 Schedule routine maintenance of information systems and IT infrastructure equipment of our company
- A7.2.2 Schedule repairs of IT infrastructure equipment of our company
- A7.2.3 Identify need for spare parts and materials to maintain and repair IT infrastructure equipment of our company
- A7.2.4 Identify need for outside services to maintain information systems and IT infrastructure equipment of our company

A7.3 Carry out ongoing maintenance of information systems and IT infrastructure equipment of our company

- A7.3.1 Monitor state of information systems and IT infrastructure equipment of our company
- A7.3.2 Carry out routine maintenance of information systems and IT infrastructure equipment of our company
- A7.3.3 Carry out primary failure diagnosis of information systems and IT infrastructure equipment of our company

A7.4 Purchase information systems and equipment for IT infrastructure of our company

- A7.4.1 Select suppliers of information systems and equipment for IT infrastructure of our company
- A7.4.2 Contract with a supplier of information systems and equipment for IT infrastructure of our company
- A7.4.3 Manage ongoing supplies of information systems and equipment for IT infrastructure of our company
- A7.4.4 Receive and store equipment for IT infrastructure of our company
- A7.4.5 Settle disputes with suppliers of information systems and equipment for IT infrastructure of our company
- A7.4.6 Evaluate suppliers of information systems and equipment for IT infrastructure of our company

A7.5 Repair (restore) or upgrade information systems or IT infrastructure equipment of our company

- A7.5.1 Prepare repairs to or upgrade of an information system or IT infrastructure equipment of our company
- A7.5.2 Decommission an information system or IT infrastructure equipment of our company
- A7.5.3 Repair (restore) or upgrade an information system or IT infrastructure equipment of our company

A7.6 Design or improve information systems of our company

- A7.6.1 Develop design documentation to build or improve information systems of our company
- A7.6.2 Design or improve software for information systems of our company
- A7.6.3 Prepare supporting documentation for information systems of our company

A7.7 Put information systems or IT infrastructure equipment of our company into operation

- A7.7.1 Install an information system or IT infrastructure equipment of our company
- A7.7.2 Set up a newly launched information system or IT infrastructure equipment of our company
- A7.7.3 Test a newly launched information system or IT infrastructure equipment of our company
- A7.7.4 Design documentation and operations manuals for a newly launched information system or IT infrastructure equipment of our company
- A7.7.5 Provide orientation courses for users of a new information system or IT infrastructure equipment of our company
- A7.7.6 Commission an information system or IT infrastructure equipment of our company

A8 Manage human capital

A8.1 Plan personnel recruitment

- A8.1.1 Analyze personnel requirements
- A8.1.2 Analyze skill pools
- A8.1.3 Estimate personnel requirements
- A8.1.4 Plan steps to recruit personnel

A8.2 Select personnel

- A8.2.1 Implement steps to recruit personnel
- A8.2.2 Assess a candidate's competence
- A8.2.3 Assess a candidate's dependability
- A8.2.4 Negotiate salary and working conditions with a candidate
- A8.2.5 Sign an employment contract with a candidate

A8.3 Integrate new employees into the working environment

- A8.3.1 Provide health and safety training
- A8.3.2 Implement programs for engaging a new employee into his/her job
- A8.3.3 Assess suitability of a new employee based on the results of his/her trial period

A8.4 Appraise employee performance and manage employee development

- A8.4.1 Appraise employee performance
- A8.4.2 Create individual employee development plans
- A8.4.3 Organize personnel training

A8.5 Ensure employee capability

- A8.5.1 Provide periodic training for personnel
- A8.5.2 Ensure that the working environment meets all applicable standards
- A8.5.3 Organize corporate events
- A8.5.4 Organize internal PR events

A8.6 Manage employee rotation and dismissal

- A8.6.1 Manage an employee's promotion and demotion
- A8.6.2 Manage an employee's temporary absence (annual leave, sick leave)
- A8.6.3 Manage an employee's termination

A9 Finance business activity and settle accounts

A9.1 Perform budgeting

- A9.1.1 Manage budgeting at department level
- A9.1.2 Prepare consolidated budgets
- A9.1.3 Create balance-sheet forecasts

A9.2 Forecast incomes for a short-term period and monitor incomes

- A9.2.1 Forecast incomes on core activities for a short-term period
- A9.2.2 Forecast incomes on secondary activities for a short-term period
- A9.2.3 Forecast incomes on investments for a short-term period
- A9.2.4 Monitor incomes

A9.3 Estimate expenditure

- A9.3.1 Regulate business units' expenditure in excess of budget
- A9.3.2 Assess expenses for accounts payable
- A9.3.3 Assess expenses for loan servicing and repayment
- A9.3.4 Calculate payroll
- A9.3.5 Assess payments to extra-budgetary funds
- A9.3.6 Calculate dividend payments
- A9.3.7 Calculate tax payments

A9.4 Balance a payment schedule and identify need for financial resources

- A9.4.1 Balance a payment schedule
- A9.4.2 Assess extent of fundraising needs
- A9.4.3 Determine deadlines for and marginal rates of loan raising

A9.5 Provide financial resources

- A9.5.1 Manage returns on investment
- A9.5.2 Manage loan raising
- A9.5.3 Invest free cash flows

A9.6 Manage settlements

- A9.6.1 Prepare a daily payment schedule
- A9.6.2 Make payments

A9.7 Prepare financial statements

- A9.7.1 Collect and process source documents
- A9.7.2 Document business operations in accounting records
- A9.7.3 Prepare management statements
- A9.7.4 Close accounting periods
- A9.7.5 Prepare internal accounting reports
- A9.7.6 Prepare accounting statements for external reporting purposes