**Employability Skills Matrix**

This teaching resource aims to enhance awareness of the variety of key skills, their relevance to future employment and the opportunities for development of such competencies.

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| **Skill and or Competency** | **Description** | **Subject Area** | **Key Chapter Reference** |
| Audit (strategic audits) | A formal examination of how successfully an organization is operating and how well it is using resources to work towards its goals over time. | Strategic Management | Chapter 2  Chapter 3 |
| Business analysis | Investigation into the operations of a business to expose the causes behind the results achieved, and the effects of those results on the business. | Strategic Management and Strategic Development | Chapter 1  Chapter 2 |
| Customer orientation | A group of actions taken by an individual/ business to support its sales and service staff in considering client needs and satisfaction their major priorities. | Service Design  Customer Relationship Management | Chapter 4  Chapter 5 |
| Critical thinking | The objective analysis and evaluation of an issue in order to form a judgement. | Strategic Management  Operations Management  Logistics Management  Inventory Management  Quality Management | Chapter 1-10 |
| Decision making | The thought process of selecting a logical choice from the available options. When trying to make a good decision, a person must weigh the positives and negatives of each option, and consider all the alternatives. | Demand planning  Forecasting  Decision management | Chapter 6  Chapter 11 |
| Economic analysis | A systematic approach to determining the optimum use of scare resources to achieving a specific objective under known constraints. | Yield Management  Capacity Planning  Procurement Management | Chapter 6  Chapter 9 |
| Financial planning | The planning, directing, monitoring, organizing, and controlling of the monetary resources of an organization. | Yield Management  Inventory Management  Total Cost Ownership | Chapter 6  Chapter 7  Chapter 9 |
| Knowledge acquisition | Human faculty resulting from interpreted information; understanding that germinates from combination of data, information, experience, and individual interpretation. | Knowledge Transfer | Chapter 11 |
| Leadership | The activity of leading a group of people or an organization or the ability to do this. | Strategic Leadership | Chapter 2 |
| Market research | Component of marketing research whereby a specific market is identified, its size, and other characteristics are measured. | Market segmentation  Product Families | Chapter 4 |
| Negotiation and Communication | General: Bargaining (give and take) process between two or more parties (each with its own aims, needs, and viewpoints) seeking to discover a common ground and reach an agreement to settle a matter of mutual concern or resolve a conflict through communication. | Procurement Management | Chapter 9 |
| Operations planning | Application of mathematical (quantitative) techniques to decision making. In OR, a problem is first clearly defined and represented (modelled) as a set of mathematical equations. | Statistical Quality Control (six-sigma)  Forecasting  Capacity Planning | Chapter 5  Chapter 6  Chapter 7 |
| Presentation skills | Skills to deliver effective and engaging presentations to a variety of audiences. Such  skills cover a variety of areas such as the structure of your presentation, the design of your material, the manner of your voice and the body language you convey | Case Material | Chapter 1-11 |
| Problem solving | The process of working through details of a problem to reach a solution. Problem solving may include mathematical or systematic operations and can be a gauge of an individual's critical thinking skills. | Strategic Management  Operations Management  Logistics Management  Inventory Management  Quality Management | Chapter 1-10 |
| Research | Systematic investigative process employed to increase or revise current knowledge by discovering new facts. Applied research is effort aimed at using basic research for solving problems or developing new processes, products, or techniques. | Strategic Analysis  Knowledge Transfer | Chapter 2  Chapter 11 |
| Strategic decision making | Chosen alternatives that affect key factors which determine the success of an organisations strategy. | Strategic Management  Strategic Development  Strategic Implementation | Chapter 1-3  Chapter 11 |
| Team work | Work undertaken by several individuals with each doing a specific part but all contributing to the efficiency of the whole exercise. | Cases Material | Chapter 1-11 |