**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 2Chapter 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 1Chapter 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 DesignCustomer Relationship Management | Chapter 4Chapter 5 |
| Critical thinking | The objective analysis and evaluation of an issue in order to form a judgement. | Strategic ManagementOperations ManagementLogistics ManagementInventory ManagementQuality 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 planningForecastingDecision management | Chapter 6Chapter 11 |
| Economic analysis | A systematic approach to determining the optimum use of scare resources to achieving a specific objective under known constraints.  | Yield ManagementCapacity PlanningProcurement Management | Chapter 6Chapter 9 |
| Financial planning | The planning, directing, monitoring, organizing, and controlling of the monetary resources of an organization. | Yield ManagementInventory ManagementTotal Cost Ownership | Chapter 6Chapter 7Chapter 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 segmentationProduct 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)ForecastingCapacity Planning | Chapter 5Chapter 6Chapter 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 ManagementOperations ManagementLogistics ManagementInventory ManagementQuality 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 AnalysisKnowledge Transfer | Chapter 2Chapter 11 |
| Strategic decision making | Chosen alternatives that affect key factors which determine the success of an organisations strategy.  | Strategic ManagementStrategic DevelopmentStrategic Implementation | Chapter 1-3Chapter 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 |