

Business Management WSQ Framework

Professionals, managers, executives and technicians (PMETs) may be experts in their fields, but still need to be equipped with the necessary business management capabilities in order to compete successfully in today's dynamic global economy. The Business Management (BM) WSQ framework identifies these essential competencies to help develop versatile, "T-shaped Professionals" who would be an asset in any organisation.

Developed in consultation with business leaders representing a cross-segment of industries, the BM WSQ framework comprises more than 200 competencies in 9 functional areas across 4 occupational levels.



The table below maps out sample job titles pegged at the various WSQ levels. This serves as a guide for the range of BM WSQ modules individuals can choose from based on their current job scope and role.

WSQ Level	Typical Responsibilities	Job Roles
6	Directs business strategies and endorses policies and plans	Chief Executive Officer, Chief Finance Officer, Chief Communications Officer, Chief Operating Officer, Chief Audit Executive
5	Provides input to and coordinates with leaders at level 6; develops business strategies and plans; reviews and evaluate plans	Finance Division Head, Human Resource Director, Marketing Director, Project Sponsor, Vice President, Licensing Head
4	Implements and monitors organisational programmes and recommends solutions	Sales Manager, Finance Manager, Project Manager, Assistant Manager, Relationship Manager, Programme Manager, Research & Development Engineer
3	Executives plans, policies and procedures; applies knowledge of concepts and provides feedback	Finance Executive, Analyst, Associate, Project Lead, Project Executive, Team Lead, Junior Relationship Manager, Patent Engineer, IP Administrative Officer

Business Management WSQ Competency Map

Level	Strategy Planning and Implementation	
	Strategy Planning and Implementation	
	Ref No	Competency
6	BM-SPI-601E-1	Direct organisational strategies and set targets
	BM-SPI-602E-1	Develop and drive organisational vision, mission and values
	BM-SPI-603E-1	Direct and review organisational analysis
	BM-SPI-604E-1	Define business opportunities
5	BM-SPI-501E-1	Develop organisational strategies and policies
	BM-SPI-502E-1	Communicate organisational vision, mission and values
	BM-SPI-503E-1	Establish and evaluate systems to achieve organisational targets
	BM-SPI-504E-1	Establish operational plans for the business function
	BM-SPI-505E-1	Conduct functional analysis for the organisation
	BM-SPI-506E-1	Evaluate organisational performance
	BM-SPI-507E-1	Evaluate business environment
	BM-SPI-508E-1	Develop a business plan
	BM-SPI-509E-1	Establish business strategies for the business function
4	BM-SPI-401E-1	Provide information for management decision making
	BM-SPI-402E-1	Manage and review systems and processes
	BM-SPI-403E-1	Research and analyse business opportunities
	BM-SPI-404E-1	Implement a business plan
	BM-SPI-405E-1	Write a business plan
	BM-SPI-406E-1	Manage resource planning
	BM-SPI-407E-1	Manage external service providers
3	BM-SPI-301E-1	Support strategic and operational plans
	BM-SPI-302E-1	Draft meeting minutes
	BM-SPI-303E-1	Measure and plan own performance and behaviour
	BM-SPI-304E-1	Display critical thinking and analytical skills
	BM-SPI-305E-1	Assist in the development of a business plan

Level	Communications	
	Communications	
	Ref No	Competency
6	BM-COM-601E-1	Direct relationships with stakeholders
	BM-COM-602E-1	Advocate organisation's interests
5	BM-COM-501E-1	Establish investor relationship building programmes
	BM-COM-502E-1	Establish and maintain strategic business partner relationships
	BM-COM-503E-1	Establish public relations strategies
	BM-COM-504E-1	Establish internal communications platforms and channels
	BM-COM-505E-1	Resolve conflicts with stakeholders
	BM-COM-506E-1	Conduct presentation to senior management
4	BM-COM-401E-1	Manage programmes and activities to enhance stakeholder relationships
	BM-COM-402E-1	Manage meetings
	BM-COM-403E-1	Conduct interviews
	BM-COM-404E-1	Articulate and discuss ideas
3	BM-COM-301E-1	Identify and establish internal and external stakeholder relationships
	BM-COM-302E-1	Participate in programmes and activities to enhance stakeholder relationships
	BM-COM-303E-1	Present information
	BM-COM-304E-1	Write reports
	BM-COM-305E-1	Coordinate business meetings

Level	IP Management	
	IP Management	
	Ref No	Competency
6	BM-IPM-601E-1	Direct intellectual property management strategies and objectives
	BM-IPM-501E-1	Establish intellectual property policies and tactics
5	BM-IPM-502E-1	Evaluate business prospects of intellectual property
	BM-IPM-401E-1	Monitor and maintain intellectual property processes
4	BM-IPM-402E-1	Evaluate business significance of intellectual property
	BM-IPM-301E-1	Participate in and support intellectual property processes
3	BM-IPM-302E-1	Identify and categorise intellectual property
	BM-IPM-303E-1	Support intellectual property registration

Level	Project Management	
	Project Management	
	Ref No	Competency
6	BM-PM-601E-1	Steer programme
	BM-PM-501E-1	Direct integration of projects
5	BM-PM-502E-1	Establish project feasibility
	BM-PM-503E-1	Establish project scope
	BM-PM-504E-1	Review and endorse project plan and deliverables
	BM-PM-505E-1	Lead programme and project after action review
	BM-PM-401E-1	Conduct project feasibility study
4	BM-PM-402E-1	Manage project scope
	BM-PM-403E-1	Manage project team
	BM-PM-404E-1	Manage project stakeholder relations
	BM-PM-405E-1	Manage project resources
	BM-PM-406E-1	Manage project procurement
	BM-PM-407E-1	Manage project costs
	BM-PM-408E-1	Manage project timeline
	BM-PM-409E-1	Manage project quality
	BM-PM-410E-1	Manage project risk
	BM-PM-411E-1	Manage project knowledge and communication
	BM-PM-412E-1	Conduct project after action review
	3	BM-PM-301E-1
BM-PM-302E-1		Apply project cost management techniques
BM-PM-303E-1		Apply project time management techniques
BM-PM-304E-1		Apply project quality control procedures
BM-PM-305E-1		Apply project risk management techniques
BM-PM-306E-1		Document project processes and outcomes
BM-PM-307E-1		Implement project administration processes

Level	Organisational Development					
	Knowledge Management		Innovation Management		Change Management	
	Ref No	Competency	Ref No	Competency	Ref No	Competency
6	BM-KM-601E-1	Direct knowledge and information management strategies	BM-IM-601E-1	Lead and be accountable for innovation within the organisation	BM-CM-601E-1	Lead change management
	5	BM-KM-501E-1	Develop and establish a knowledge management system	BM-IM-501E-1	Facilitate innovation process within the organisation	BM-CM-501E-1
4	BM-KM-401E-1	Implement a knowledge management system	BM-IM-401E-1	Manage innovation in the business function	BM-CM-401E-1	Manage change at programme level
	BM-KM-402E-1	Manage a knowledge management system				
	BM-KM-403E-1	Establish documentation policies and processes				
3	BM-KM-301E-1	Utilise a knowledge management system	BM-IM-301E-1	Contribute to innovation process within own scope of work in business unit	BM-CM-301E-1	Support implementation of change management programmes and initiatives
	BM-KM-302E-1	Collate and present workplace information from a knowledge management system				

Level	Business Development			
	Sales and Marketing		Business Negotiation	
	Ref No	Competency	Ref No	Competency
6	BM-SM-601E-1	Direct organisational sales and marketing strategies and business targets	BM-BN-601E-1	Direct negotiation policy and develop negotiation limits
	BM-SM-501E-1	Direct market research	BM-BN-501E-1	Manage and direct negotiations
5	BM-SM-502E-1	Develop domestic sales and marketing operational plans	BM-BN-502E-1	Manage dispute mediation
	BM-SM-503E-1	Develop international sales and marketing operational plans		
	BM-SM-504E-1	Evaluate sales and marketing outcomes		
	BM-SM-505E-1	Develop social media strategies		
4	BM-SM-401E-1	Manage market research	BM-BN-401E-1	Participate in negotiations
	BM-SM-402E-1	Interpret market trends and developments	BM-BN-402E-1	Participate in dispute resolution
	BM-SM-403E-1	Analyse customer behaviour		
	BM-SM-404E-1	Analyse competitors		
	BM-SM-405E-1	Identify new sales and marketing opportunities		
	BM-SM-406E-1	Develop marketing message		
	BM-SM-407E-1	Manage marketing campaigns		
	BM-SM-408E-1	Manage international marketing programmes		
	BM-SM-409E-1	Manage customer acquisition and retention programmes		
	BM-SM-410E-1	Manage relationship with customers		
	BM-SM-411E-1	Manage advertising campaigns		
	BM-SM-412E-1	Manage distribution channels		
	BM-SM-413E-1	Manage product and brand development		
	BM-SM-414E-1	Cost product		
	BM-SM-415E-1	Manage product pricing programmes		
	BM-SM-416E-1	Respond to a request for proposal		
	BM-SM-417E-1	Manage social media platforms		
3	BM-SM-301E-1	Conduct market research	BM-BN-301E-1	Apply basic negotiation skills and techniques
	BM-SM-302E-1	Conduct market profiling		
	BM-SM-303E-1	Analyse the impact of customer behaviour on sales and marketing strategies		
	BM-SM-304E-1	Prepare sales and marketing collaterals		
	BM-SM-305E-1	Support development of marketing message		
	BM-SM-306E-1	Develop product knowledge		
	BM-SM-307E-1	Contribute to marketing campaigns		
	BM-SM-308E-1	Monitor customer service standards		
	BM-SM-309E-1	Support the execution of customer acquisition and retention programmes		
	BM-SM-310E-1	Contribute to advertising campaigns		
	BM-SM-311E-1	Write proposal		
	BM-SM-312E-1	Secure prospect commitment		
	BM-SM-313E-1	Monitor social media platforms		

Level	Financial Management			
	Finance		Accounting	
	Ref No	Competency	Ref No	Competency
6	BM-FIN-601E-1	Set organisation's finance philosophy and strategies	BM-AC-601E-1	Endorse accounting policies, plans and financial reports
	BM-FIN-602E-1	Endorse financial and treasury management policies, systems, budgets and plans		
5	BM-FIN-501E-1	Develop and establish corporate finance strategies	BM-AC-501E-1	Establish financial reporting process
	BM-FIN-502E-1	Develop and establish financial, credit and treasury management policies and systems	BM-AC-502E-1	Evaluate management accounting information
	BM-FIN-503E-1	Develop and establish financial budget and plans	BM-AC-503E-1	Evaluate tax decisions
	BM-FIN-504E-1	Evaluate organisation's financial performance	BM-AC-504E-1	Evaluate and interpret financial reports
4	BM-FIN-401E-1	Manage dividend policies and procedures	BM-AC-401E-1	Review financial reports for accuracy
	BM-FIN-402E-1	Manage credit and treasury operations	BM-AC-402E-1	Manage preparations for financial audit
	BM-FIN-403E-1	Manage budgeting and forecasting processes for the business unit	BM-AC-403E-1	Prepare management accounting information
	BM-FIN-404E-1	Manage working capital for the business unit	BM-AC-404E-1	Manage accounting information systems
	BM-FIN-405E-1	Manage financial, investment and operating risk		
	BM-FIN-406E-1	Monitor cash flow reports		
	BM-FIN-407E-1	Conduct financial analysis of the business unit		
	BM-FIN-408E-1	Interpret financial valuations		
3	BM-FIN-301E-1	Perform treasury operations	BM-AC-301E-1	Prepare consolidated financial reports
	BM-FIN-302E-1	Prepare credit risk report	BM-AC-302E-1	Analyse financial statements
	BM-FIN-303E-1	Prepare budget for the business unit	BM-AC-303E-1	Apply knowledge of accounting-related concepts
	BM-FIN-304E-1	Prepare working capital calculations for the business unit		
	BM-FIN-305E-1	Prepare cash flow report for the business unit		
	BM-FIN-306E-1	Conduct financial analysis calculations for the business unit		
	BM-FIN-307E-1	Assist in financial valuation preparations		

Level	Enterprise Risk Management			
	Risk Management		Business Continuity Management	
	Ref No	Competency	Ref No	Competency
6	BM-RM-601E-1	Set risk appetite and risk goals	BM-BCM-601E-1	Endorse business continuity framework, strategies, policies and plans
	BM-RM-602E-1	Endorse risk management philosophy and strategies	BM-BCM-602E-1	Provide leadership during crisis situations
	BM-RM-603E-1	Endorse the principles of corporate governance and compliance in the organisation		
5	BM-RM-501E-1	Establish organisation's risk appetite and risk goals	BM-BCM-501E-1	Develop and maintain business continuity strategies, policies and guidelines
	BM-RM-502E-1	Establish and develop risk management philosophy and strategies	BM-BCM-502E-1	Establish business continuity processes
	BM-RM-503E-1	Develop a risk management framework, policy and process	BM-BCM-503E-1	Establish crisis communication management plan
	BM-RM-504E-1	Refine risk management policies and processes	BM-BCM-504E-1	Develop incident response strategies
	BM-RM-505E-1	Establish risk management communication and reporting structure	BM-BCM-505E-1	Direct management of crisis situations
	BM-RM-506E-1	Establish processes for the management of non-compliance		
	BM-RM-507E-1	Establish operational plan to manage environmental risk		
	BM-RM-508E-1	Implement leading industry standards		
	BM-RM-509E-1	Manage risk across business units		
4	BM-RM-401E-1	Evaluate and review compliance with applicable legislation and regulations for the business unit	BM-BCM-401E-1	Monitor environmental factors to anticipate change and / or impacts on business function
	BM-RM-402E-1	Operationalise and manage corporate governance policy for the business unit	BM-BCM-402E-1	Conduct crisis assessment
	BM-RM-403E-1	Manage and monitor the operation of compliance management requirements and system	BM-BCM-403E-1	Integrate business continuity management into organisation's operations
	BM-RM-404E-1	Manage risk in the business unit	BM-BCM-404E-1	Develop and implement training roadmap for crisis situations
	BM-RM-405E-1	Promote appropriate risk management activities	BM-BCM-405E-1	Manage and implement business continuity plans
				BM-BCM-406E-1
3			BM-BCM-407E-1	Manage crisis situations
			BM-BCM-408E-1	Execute a crisis communication management plan
			BM-BCM-409E-1	Manage post-event reviews
	BM-RM-301E-1	Facilitate compliance with legislative and regulatory requirements	BM-BCM-301E-1	Analyse organisation's dependencies that may impact on the organisation and an individual's work role
	BM-RM-302E-1	Analyse risk management data through the effective use of risk tools	BM-BCM-302E-1	Facilitate the development of business continuity strategies and plans
	BM-RM-303E-1	Apply risk management procedures	BM-BCM-303E-1	Conduct business continuity exercise test
		BM-BCM-304E-1	Execute crisis management plan	