



CBM Part 1 Syllabus

CBM Module 100 – General Management and Leadership

- 100.1 Corporate Strategies**
- 100.1.1 Define strategic management with its phases
 - 100.1.2 Understand the benefits of strategic management
 - 100.1.3 Understand the basic model of strategic management
 - 100.1.4 Identify triggering events for a change in strategy
 - 100.1.5 Understand the strategic decision-making models
 - 100.1.6 Define strategic audit and know how to conduct it
- 100.2 The History of Management**
- 100.2.1 Understand the classical approaches to management
 - 100.2.2 Discuss the human resources approach to management
 - 100.2.3 Understand the quantitative approach to management
 - 100.2.4 Discuss the modern approaches to management
- 100.3 Managers and Entrepreneurs**
- 100.3.1 Understand management roles, processes, and skills
 - 100.3.2 Define entrepreneurship
 - 100.3.3 Discuss how an entrepreneur identify competitive advantage
 - 100.3.4 Relate control to entrepreneurs
 - 100.3.5 Relate innovation and creativity to entrepreneurs
 - 100.3.6 Discuss innovation, intrapreneurship, and creativity
 - 100.3.7 Understand how entrepreneurs handle change
 - 100.3.8 Understand how entrepreneurs motivate employees
- 100.4 Planning and Organizing Skills**
- 100.4.1 Define the term 'planning'
 - 100.4.2 Understand planning in uncertain environments
 - 100.4.3 Discuss different types of plans
 - 100.4.4 Define management by objectives (MBO) and identify its common elements
 - 100.4.5 Discuss the elements of organization structure
 - 100.4.6 Discuss contingency variables affecting the organization structure
 - 100.4.7 Know how to create a learning organization
- 100.5 Directing and Leading Skills**
- 100.5.1 Distinguish between managers and leaders
 - 100.5.2 Discuss various theories of leadership
 - 100.5.3 Discuss emerging approaches to leadership
 - 100.5.4 Discuss contemporary issues in leadership
 - 100.5.5 Understand how trust is important to leadership
 - 100.5.6 Discuss various types of work team structures
- 100.6 Controlling and Measuring Skills**
- 100.6.1 Define control and discuss its importance to organizations
 - 100.6.2 Understand how managers measure actual performance
 - 100.6.3 Discuss the various types of controls
 - 100.6.4 Discuss control implications for managers
 - 100.6.5 Discuss the dysfunctional nature of control, including cultural differences and contemporary issues in control



- 100.7 Motivating Skills**
100.7.1 Define motivation and understand various theories of motivation
100.7.2 Discuss contemporary issues in motivation
- 100.8 Problem-Solving and Decision-Making Skills**
100.8.1 Describe the steps in the decision-making process
100.8.2 Discuss the various models in decision-making
100.8.3 Discuss how problems and decisions are categorized
100.8.4 Identify the various styles in decision-making
100.8.5 Describe the advantages and disadvantages of group decisions
100.8.6 Explain the techniques for improving group decision making
100.8.7 Understand the various quantitative aids used in decision-making
100.8.8 Discuss the various models in organizational decision making
100.8.9 Understand the nature of organizational learning
100.8.10 Discuss the various factors affecting the organizational learning
100.8.11 Understand how to improve decision-making and learning
- 100.9 Negotiation Skills**
100.9.1 Define negotiation skills and discuss the various approaches to negotiation
100.9.2 Understand the negotiation process from a project management viewpoint
- 100.10 Communication and Interpersonal Skills**
100.10.1 Understand the communication process
100.10.2 Understand the barriers to communication and know how to overcome them
100.10.3 Understand the impact of information technology on communications
100.10.4 Understand how to develop interpersonal skills
100.10.5 Learn how to improve presentation skills
- 100.11 Conflict Management Skills**
100.11.1 Understand what is conflict management
100.11.2 Explain the conflict handling and resolution strategies
100.11.3 Understand the various models of organizational conflict
100.11.4 Understand conflict management issues from a project management viewpoint
100.11.5 Understand organizational power and politics
- 100.12 Business Policy and Ethics**
100.12.1 Understand how to establish business policies
100.12.2 Define business ethics, including theories, frameworks, standards, and principles
100.12.3 Discuss contemporary issues in business ethics, including the ethical cycle
100.12.4 Understand the ethical behaviors in business
100.12.5 Link ethics to strategic planning
- 100.13 Business and Government**
100.13.1 Understand government regulation and administrative law
100.13.2 Understand economic efficiency, government price setting, and taxes
100.13.3 Understand government policy toward monopoly
- 100.14 Business Law and Management**
100.14.1 Understand the U.S. employment and worker protection laws
100.14.2 Understand the U.S. laws affecting equal opportunity in employment
100.14.3 Understand the U.S. labor laws
100.14.4 Understand the U.S. consumer protection laws
100.14.5 Understand the U.S. environmental protection laws



- 100.15 Economics and Management**
- 100.15.1 Understand technology, production, and costs
 - 100.15.2 Understand the firms in perfectly competitive industries
 - 100.15.3 Understand the firms in monopolistic competitive industries
 - 100.15.4 Understand the oligopoly firms
 - 100.15.5 Understand the monopoly firms
 - 100.15.6 Understand the markets for labor and other factors of production
 - 100.15.7 Understand the concept of gross domestic product and its related terms
 - 100.15.8 Understand the concepts of unemployment and inflation
 - 100.15.9 Understand the business cycle concept
 - 100.15.10 Discuss the various functions of money and banks' role in the money supply
 - 100.15.11 Discuss the goals and targets of the U.S. monetary policy
 - 100.15.12 Discuss the role of fiscal policy in the U.S. economy
- 100.16 Organizational Culture and Behavior**
- 100.16.1 Understand the major characteristics of organizational culture
 - 100.16.2 Understand how to create and manage organizational culture
 - 100.16.3 Understand the foundations of individual and group behavior
- 100.17 Organizational Structure, Design, Change, and Development**
- 100.17.1 Understand the basic challenges of organizational design
 - 100.17.2 Understand how to design organizational structure with authority and control
 - 100.17.3 Understand how to design organizational structure with specialization and coordination
 - 100.17.4 Understand the forces for change and stress in organizations
 - 100.17.5 Understand the types and forms of organizational change
 - 100.17.6 Understand the techniques for organizational development
- 100.18 Business Performance Measurement**
- 100.18.1 Understand the importance of performance measures
 - 100.18.2 Discuss the three types of measures such as financial, external, and internal measures
 - 100.18.3 Define the goals of a measurement system
 - 100.18.4 Identify good measures of performance
 - 100.18.5 Discuss how measures of performance are utilized
 - 100.18.6 Discuss the tools used to measure business performance, such as benchmarks, scorecards, dashboards, key performance indicators, metrics, and standards (internal and external)
- 100.19 Project Management**
- 100.19.1 Relate project strategy to business strategy
 - 100.19.2 Discuss the importance of projects to organizations
 - 100.19.3 Discuss project life cycles
 - 100.19.4 Discuss the determinants of project success
 - 100.19.5 Identify project stakeholders and know how to manage them
 - 100.19.6 Discuss implications of organizational culture on project management
 - 100.19.7 Discuss the criteria for screening and selecting a project
 - 100.19.8 Understand a project's portfolio management process
 - 100.19.9 Identify the roles of project managers, champions, and leaders
 - 100.19.10 Identify a project's scope, statement of work, scope statement, and scope reporting
 - 100.19.11 Understand how to build project teams, know why they fail, and identify the strategies of team development
 - 100.19.12 Discuss project risk management principles
 - 100.19.13 Discuss project cost management principles
 - 100.19.14 Discuss project scheduling techniques
 - 100.19.15 Relate the Theory of Constraints to critical chain project scheduling
 - 100.19.16 Discuss project resource management principles
 - 100.19.17 Understand how to evaluate and control projects
 - 100.19.18 Understand how to terminate and closeout a project
 - 100.19.19 Understand how to manage projects



- 100.20 Quantitative Techniques and Management**
- 100.20.1 Understand the nature of quantitative analysis used in management practice
 - 100.20.2 Understand the probability concepts and applications
 - 100.20.3 Understand the decision models
 - 100.20.4 Understand the regression models
 - 100.20.5 Understand the linear programming models
 - 100.20.6 Understand the transportation and assignment models
 - 100.20.7 Understand the waiting lines and queuing theory models
 - 100.20.8 Understand the simulation models
 - 100.20.9 Understand the Markov analysis

- 100.21 International Issues**
- 100.21.1 Explain how globalization and electronic commerce influence strategic management
 - 100.21.2 Explain the importance of viewing management from a global perspective
 - 100.21.3 Understand how to implement strategies across countries
 - 100.21.4 Identify the decision-making practices across countries

CBM Module 200 – Operations Management

- 200.1 Operations Strategies**
- 200.1.1 Understand operations management missions, strategies, decisions, and issues
 - 200.1.2 Understand how to develop and implement operations strategy
 - 200.1.3 Understand the strategic role of operations management
 - 200.1.4 Understand how service and manufacturing firms differ
 - 200.1.5 Understand the contemporary issues in operations management
- 200.2 Quality and Operations**
- 200.2.1 Relate quality to operations with the scope of total quality management (TQM)
- 200.3 Decision-Making and Operations**
- 200.3.1 Understand the categories of operations decisions, such as strategic, operating, and control
 - 200.3.2 Learn how to organize to produce goods and services
 - 200.3.3 Identify new trends in operations management
- 200.4 Just--in-Time (JIT) and Lean Operations**
- 200.4.1 Define, JIT, Toyota production system, and lean operations
 - 200.4.2 Define JIT concepts and philosophies
 - 200.4.3 Explain the principles of the Toyota production system
 - 200.4.4 Define lean operations in production and services
- 200.5 Demand Forecasting**
- 200.5.1 Define forecasting, including its types
 - 200.5.2 Understand the strategic importance of forecasting
 - 200.5.3 Identify forecasting steps and approaches
 - 200.5.4 Discuss forecasting in the service sector
- 200.6 Product, Service, and Process Design**
- 200.6.1 Define how goods and services are selected
 - 200.6.2 Describe a product development system
 - 200.6.3 List the issues in product design
 - 200.6.4 Describe how products and services are defined
 - 200.6.5 List the documents used in production
 - 200.6.6 Identify the challenges involved in designing services



- 200.6.7 List the documents used in services
- 200.6.8 Discuss the major strategies in production processes
- 200.6.9 Learn how to use the tools of process analysis
- 200.6.10 Describe the service process design
- 200.6.11 Learn how to select equipment and technology for production and services
- 200.6.12 Define the process redesign
- 200.6.13 Learn how to manage the business process flows by understanding the levers of flow-time, throughput, waiting time, process variability, and processing networks

200.7 Supply-Chain Management

- 200.7.1 Understand the concepts of supply chain management (SCM)
- 200.7.2 Identify the key attributes of SCM
- 200.7.3 Understand the goals, benefits, and obstacles to value-chain management in operations
- 200.7.4 Explain the strategic importance of the supply chain
- 200.7.5 Explain the economics of supply chain
- 200.7.6 Understand the barriers to SCM
- 200.7.7 Understand how to manage the supply chain
- 200.7.8 Evaluate supply chain performance
- 200.7.9 Discuss SCM integration techniques

200.8 Operations Planning and Scheduling

- 200.8.1 Understand the nature of aggregate planning
- 200.8.2 Identify strategies for developing an aggregate plan
- 200.8.3 Discuss aggregate planning methods
- 200.8.4 Understand aggregate planning methods in services, including yield management
- 200.8.5 Understand the strategic importance of short-term scheduling
- 200.8.6 Identify the issues in and the criteria for scheduling
- 200.8.7 Discuss different approaches to scheduling
- 200.8.8 Identify different approaches to loading production jobs
- 200.8.9 Discuss methods to sequencing production jobs
- 200.8.10 Explain the concept of finite capacity scheduling
- 200.8.11 Discuss the Theory of Constraints
- 200.8.12 Discuss approaches to repetitive production
- 200.8.13 Identify methods for scheduling services

200.9 Capacity Management

- 200.9.1 Define production capacity
- 200.9.2 Define design capacity, effective capacity, utilization, and efficiency
- 200.9.3 Discuss demand and capacity management in the service sector
- 200.9.4 Discuss capacity planning

200.10 Inventory Management

- 200.10.1 Define functions of inventory
- 200.10.2 Establish systems for managing inventory
- 200.10.3 Discuss independent demand inventory models

200.11 Materials Management

- 200.11.1 Define dependent demand
- 200.11.2 Discuss dependent demand inventory models
- 200.11.3 Discuss material requirements plan (MRP) structure and management
- 200.11.4 Discuss inventory lot size techniques
- 200.11.5 Discuss extensions to MRP
- 200.11.6 Discuss MRP in services
- 200.11.7 Discuss enterprise resource planning (ERP)



- 200.12 Purchasing and Procurement Management**
- 200.12.1 Understand the distinction between procurement, purchasing, and supply management
 - 200.12.2 Identify procurement objectives
 - 200.12.3 Learn about supplier/vendor selection and evaluation process
 - 200.12.4 Identify quality issues in procurement
 - 200.12.5 Identify issues in global procurement and sourcing
 - 200.12.6 Identify issues in electronic procurement
 - 200.12.7 Discuss investment recovery opportunities
 - 200.12.8 Discuss socially responsible procurement
- 200.13 Customer Service**
- 200.13.1 Define customer service and customer satisfaction
 - 200.13.2 Establish customer service objectives
 - 200.13.3 Measure and control customer service
 - 200.13.4 Identify customer service elements
 - 200.13.5 Define order cycle time
 - 200.13.6 Discuss importance of customer service and its relationship to sales
 - 200.13.7 Determine optimum service levels and their tradeoffs
 - 200.13.8 Discuss variabilities, constraints, and contingencies in service
 - 200.13.9 Define activities in order-processing
 - 200.13.10 Identify factors affecting order-processing time
- 200.14 Logistics Management**
- 200.14.1 Describe the purpose of logistics management
 - 200.14.2 Discuss economic impacts of logistics
 - 200.14.3 Discuss total cost approaches to logistics
 - 200.14.4 Understand logistical relationships within a firm
 - 200.14.5 Discuss activities in the logistical channel
 - 200.14.6 Understand transportation modes, including intermodal transportation
 - 200.14.7 Discuss legal classification of carriers
 - 200.14.8 Learn about transportation management, including rates
 - 200.14.9 Learn about modal and carrier selection
 - 200.14.10 Understand the role of warehouses and distribution centers in a logistical system
 - 200.14.11 Identify the various types and functions of warehouses
 - 200.14.12 Discuss warehousing operations
- 200.15 Operations Outsourcing**
- 200.15.1 Define outsourcing, including its types
 - 200.15.2 Explain how core competencies relate to outsourcing
 - 200.15.3 Discuss outsourcing trends and risks
 - 200.15.4 Discuss analytical approaches to outsourcing decisions
 - 200.15.5 List advantages and disadvantages of outsourcing
 - 200.15.6 Discuss audits and metrics to evaluate outsourcing performance
- 200.16 Equipment Maintenance and Machine Reliability**
- 200.16.1 Understand the strategic importance of equipment maintenance and machine reliability
 - 200.16.2 Describe how to improve machine reliability
 - 200.16.3 Discuss the different types of equipment maintenance, such as preventive, breakdown, and total productive maintenance
 - 200.16.4 Identify techniques for enhancing equipment maintenance
- 200.17 Location Strategies**
- 200.17.1 Understand the strategic importance of plant location
 - 200.17.2 Identify the factors that affect plant location decisions
 - 200.17.3 Discuss methods to evaluate plant location alternatives
 - 200.17.4 Explain service location strategies



- 200.18 Layout Strategies**
- 200.18.1 Understand the strategic importance of layout decisions
 - 200.18.2 Discuss different types of layout and their problems
 - 200.18.3 Discuss important issues in office layout
 - 200.18.4 Define the objectives of retail layout
 - 200.18.5 Discuss warehousing and storage layouts
 - 200.18.6 Discuss fixed-position layout
 - 200.18.7 Discuss process-oriented layout
 - 200.18.8 Discuss work-cells layout
 - 200.18.9 Discuss product-oriented layout
- 200.19 Retail Management**
- 200.19.1 Understand strategic planning in retailing
 - 200.19.2 Understand retail operations management from operational dimensions
 - 200.19.3 Understand how to develop merchandise plans
 - 200.19.4 Understand how to implement merchandise plans
 - 200.19.5 Understand merchandise management from financial dimensions
 - 200.19.6 Understand pricing factors and issues in retailing
 - 200.19.7 Understand how to integrate and control the retail strategy
- 200.20 Engineering, Productivity, and Operations**
- 200.20.1 Relate engineering principles and practices to operations
 - 200.20.2 Understand concurrent and simultaneous engineering concepts
 - 200.20.3 Explain the difference between production and productivity
 - 200.20.4 Learn how to improve productivity
 - 200.20.5 Understand how value engineering helps to decrease cost and increase value
 - 200.20.6 Understand how to reduce cycle time in work processes to increase value
 - 200.20.7 Understand how a decrease in cycle time can increase productivity
- 200.21 Economics and Operations**
- 200.21.1 Apply break-even analysis to production
 - 200.21.2 Apply decision-trees to capacity management
 - 200.21.3 Apply investment analysis to capacity decisions
 - 200.21.4 Apply economies of scale to production
 - 200.21.5 Apply economies of scope to production
 - 200.21.6 Apply learning curve concept to production
 - 200.21.7 Apply economic analysis to operations
- 200.22 Law and Operations**
- 200.22.1 Define and classify traditional contracts
 - 200.22.2 Understand the contract related terms, such as agreement, consideration, capacity, and legality
 - 200.22.3 Understand performance of contracts and remedies for breach
- 200.23 Quantitative Techniques and Operations**
- 200.23.1 Understand decision-making tools
 - 200.23.2 Understand linear programming techniques
 - 200.23.3 Understand transportation models
 - 200.23.4 Understand waiting line models
 - 200.23.5 Understand learning curve concepts
 - 200.23.6 Understand simulation models
 - 200.23.7 Understand forecasting methods
- 200.24 Ethics and Operations**
- 200.24.1 Relate ethics to operations management
 - 200.24.2 Relate ethics to product designs
 - 200.24.3 Relate ethics to production processes



- 200.24.4 Relate ethics to location decisions
- 200.24.5 Relate ethics to work environment
- 200.24.6 Relate ethics to supply chain
- 200.24.7 Relate ethics to outsourcing
- 200.24.8 Relate ethics to purchasing

200.25 International Issues

- 200.25.1 Identify the reasons for international operations, including cultural and ethical issues
- 200.25.2 Discuss options in global operations strategy

CBM Module 300 – Marketing Management

300.1 Marketing Strategies

- 300.1.1 Understand the core marketing concepts, such as customer needs, wants, and demands; target markets, positioning, and segmentation; brands; marketing channels; supply chain; and competition
- 300.1.2 Understand the new marketing realities in terms of societal forces, consumer capabilities, and company capabilities
- 300.1.3 Discuss the company orientations toward the marketplace in terms of production concept, selling concept, marketing concept, holistic marketing concept, relationship marketing, integrated marketing, internal marketing, and performance marketing
- 300.1.4 Understand how marketing affects customer value, including the value delivery process, the value chain, and core competencies
- 300.1.5 Discuss a holistic marketing framework and the central role of strategic planning
- 300.1.6 Understand how strategic planning is carried out at the corporate and division level
- 300.1.7 Understand how strategic planning is carried out at the business unit level, including SWOT analysis
- 200.1.8 Understand how strategic planning is carried out at the product level as part of a marketing plan
- 300.1.9 Discuss how companies implement, evaluate, and control the marketing strategies with the annual-plan control, profitability control, efficiency control, and strategic control using marketing audit
- 300.1.10 Conduct portfolio analysis in strategic marketing
- 300.1.11 Identify offensive and defensive strategies in marketing

300.2 Quality, Sales, and Marketing

- 300.2.1 Relate quality principles and practices to sales and marketing functions
- 300.2.2 Explain how quality affects sales and marketing of products and services
- 300.2.3 Discuss the future of quality management along with its characteristics as it affects the quality of products and services

300.3 New-Product Development

- 300.3.1 Understand the options available and challenges facing a company in developing new products and services, including innovations, successes, and failures
- 300.3.2 Discuss the organizational structures and processes needed to manage the new-product development project
- 300.3.3 Discuss the major steps in developing new products and services from idea generation to commercialization
- 300.3.4 Discuss the stages and factors influencing the consumer adoption of newly launched products and services

300.4 Product and Service Marketing

- 300.4.1 Discuss the characteristics of products in terms of the customer-value hierarchy and learn how to classify products in terms of durable, nondurable, consumer, and industrial goods
- 300.4.2 Learn how companies differentiate their products in terms of product/service differentiation and design
- 300.4.3 Discuss the relationship between products and brands in terms of product hierarchy, product mix, product lines, co-branding and ingredient branding
- 300.4.4 Learn how companies use packaging, labeling, warranties, and guaranties as marketing tools
- 300.4.5 Discuss the nature of services, including service mix and distinctive characteristics of services
- 300.4.6 Understand the marketing strategies for service firms in terms of profit tiers, customer empowerment, and co-production
- 300.4.7 Learn how to manage the elements of service-quality, such as customer expectations and best practices
- 300.4.8 Learn how services marketers create and manage strong service brands with differentiating services and strategies
- 300.4.9 Understand how product marketers manage the customer-support services with post-sale service strategy



- 300.5 Advertising, Promotions, and Communications**
- 300.5.1 Discuss the major steps in developing and managing an advertising program, including objectives, budget, and campaign
 - 300.5.2 Learn how to decide on media and measure its effectiveness, including reach, frequency, impact, media types and options, media vehicles, timing, allocation, and evaluation
 - 300.5.3 Understand the decision-making process in sales promotions in terms of objectives and tools
 - 300.5.4 Discuss the guidelines for effective brand-building events and experiences, including objectives and decisions
 - 300.5.5 Learn how companies exploit the potential of public relations and publicity in marketing
 - 300.5.6 Discuss the role of marketing communications, including the major elements in the communications process model to establish brand equity and increase sales
 - 300.5.7 Discuss the major steps in developing effective communications, including target audience, objectives, design, channels, budget, and media mix
 - 300.5.8 Learn how to establish the marketing communications mix
 - 300.5.9 Learn how to manage the integrated marketing communications process
- 300.6 Analysis of Competitors**
- 300.6.1 Learn how to identify competitive forces and competitors in the market
 - 300.6.2 Learn how to analyze competitors' strategies, objectives, strengths, and weaknesses, including selecting competitors and customers
 - 300.6.3 Understand the competitive strategies for market leaders to expand the total market and to defend and expand the market share
 - 300.6.4 Discuss the market-challenger strategies, market-follower strategies, and the market-nicher strategies
 - 300.6.5 Compare and contrast the situations and reactions of competitor-centered companies and customer-oriented companies
- 300.7 Pricing Strategies**
- 300.7.1 Understand the pricing environment, including company practices and consumer psychology
 - 300.7.2 Discuss the steps in establishing prices initially for products or services after considering objectives, demand, costs, and methods
 - 300.7.3 Learn how companies adapt prices to meet varying circumstances and opportunities, such as geographical pricing, discounts and allowances, promotional pricing, and differentiated pricing
 - 300.7.4 Learn how companies initiate their own price changes and respond to competitors' price changes
 - 300.7.5 Understand the legal issues and the public policy issues in pricing, including pricing within and across channel levels
- 300.8 Consumer and Business Buyer Behavior**
- 300.8.1 Understand how consumer characteristics influence buying behavior, including cultural, social, personal, and psychological factors
 - 300.8.2 Discuss the stages in the consumer buying decision process, including problem recognition, information search, evaluation of alternatives, purchase decision, and post-purchase behavior
 - 300.8.3 Discuss the theories of consumer decision-making in terms of consumer involvement levels, decision heuristics and biases, and mental accounting
 - 300.8.4 Distinguish between the business market and the consumer market and discuss different buying situations and systems buying and selling approaches
 - 300.8.5 Identify the participants in the business buying process, including buying center and buying center influences and targeting
 - 300.8.6 Learn how to manage business-to-business (B2B) customer relationships, including vertical coordination, risks, and opportunities
- 300.9 Marketing Information and Research**
- 300.9.1 Understand the components of a modern marketing information system
 - 300.9.2 Learn how internal records of a firm, such as order-to-payment cycle, sales information system, databases, data warehouses, and data mining, can identify important marketing opportunities and problems
 - 300.9.3 Learn how to collect marketing intelligence data to understand the current events taking place in the marketing environment
 - 300.9.4 Define the major steps in the marketing research process and learn how to overcome the barriers in the use of marketing research results
 - 300.9.5 Learn how to measure marketing productivity using metrics, models, dashboards, and scorecards
 - 300.9.6 Discuss the various approaches to develop market forecast, sales forecast, industry sales, and market share
- 300.10 Marketing Channels, Distribution, and Logistics**
- 300.10.1 Understand the importance of marketing channels and value networks, including channel development and customer needs
 - 300.10.2 Discuss the role of marketing channels, including channel functions, flows, and levels



- 300.10.3 Understand the channel-design decisions in terms of output levels, objectives, constraints, intermediaries, and alternatives
- 300.10.4 Understand the channel-management decisions in terms of selecting, training, motivating, and evaluating the channel members
- 300.10.5 Learn how to integrate channels and manage channel conflict, including legal and ethical issues in channel relations
- 300.10.6 Discuss the major steps in the market-logistics planning process, including objectives and decisions
- 300.11 Electronic Commerce and Marketing**
- 300.11.1 Discuss the e-commerce marketing practices in terms of pure-click and brick-and-click companies
- 300.11.2 Define the scope of mobile commerce (m-commerce), including telematics
- 300.12 Customer Management**
- 300.12.1 Understand how companies build, deliver, and monitor customer value, satisfaction, and loyalty
- 300.12.2 Understand how companies measure and maximize customer lifetime value, including customer profitability and portfolios
- 300.12.3 Learn how companies cultivate strong customer relationships, including the CRM system, attracting and retaining customers, building loyalty, and doing win-backs
- 300.12.4 Understand how companies use database marketing with customer databases, data warehouses, and data mining. Discuss the downside of database marketing and the CRM system.
- 300.12.5 Understand how to manage customer's focus, satisfaction, profitability, retention, and loyalty
- 300.12.6 Discuss the value-creation process with customers
- 300.13 Economics and Marketing**
- 300.13.1 Discuss the variables that influence demand, such as current prices, income levels, prices of related goods, tastes, demographics, future prices, and the law of demand
- 300.13.2 Discuss the variables that influence supply, such as prices of inputs, technological change, prices of substitutes, number of firms, future prices, and the law of supply
- 300.13.3 Define the law of one price and explain the role of arbitrage in the pricing strategy
- 300.13.4 Explain how a firm can increase its profits through price discrimination practices
- 300.13.5 Explain how some firms can increase their profits through the use of odd pricing, cost-plus pricing, and two-part tariffs
- 300.14 Law and Marketing**
- 300.14.1 Understand the laws and regulations affecting marketing
- 300.14.2 Define sales and lease contracts
- 300.14.3 Describe the formation of sales and lease contracts
- 300.14.4 Describe the remedies for the breach of sales and lease contracts
- 300.14.5 Describe the warranty terms in sales and lease contracts
- 300.15 Target, Direct, and Interactive Marketing**
- 300.15.1 Discuss the advantages and disadvantages of mass marketing
- 300.15.2 Discuss the major levels of target marketing or micromarketing, such as segments, niches, local areas, and individuals
- 300.15.3 Identify the bases for segmenting consumer markets, such as geographic, demographic, psychographic, and behavioral areas
- 300.15.4 Identify the bases for segmenting business markets, such as demographic profiles, operating variables, purchasing approaches, situational factors, and personal characteristics
- 300.15.5 Discuss the major steps in the market segmentation process
- 300.15.6 Learn how companies can integrate direct marketing for competitive advantage, using direct mail, catalogs, telemarketing, and direct-response marketing
- 300.15.7 Learn how companies can do effective interactive marketing and discuss its advantages and disadvantages
- 300.15.8 Learn how marketers can take advantage of the power of word of mouth using viral marketing, opinion leaders, and blogs
- 300.16 Brand Management**
- 300.16.1 Define brand equity with its scope, roles, and models
- 300.16.2 Learn how to build, measure, and manage brand equity with brand valuation, reinforcement, revitalization, and brand audits
- 300.16.3 Discuss the important decisions in developing a branding strategy, including brand extensions and portfolios
- 300.16.4 Relate brand equity to customer equity
- 300.16.5 Understand how companies develop and communicate an effective brand positioning strategy in the market
- 300.16.6 Discuss the various brand differentiation strategies, such as product and service features, excellent employee reputation, efficient distribution channels, and compelling image
- 300.16.7 Understand the major stages of a product life-cycle and discuss the marketing strategies for each stage, including the implications of marketing evolution



300.17 Sales Administration and Management

- 300.17.1 Learn how to design the sales force, including objectives, strategy, structure, size, and compensation
- 300.17.2 Learn how to manage the sales force, including recruiting, selecting, training, supervising, measuring productivity, motivating, and evaluating sales representatives
- 300.17.3 Discuss the major steps in the personal selling process, including relationship marketing

300.18 Quantitative Techniques and Marketing and Sales

- 300.18.1 Learn how to use linear programming models to select media type and market research method
- 300.18.2 Learn how to use Markov process models to analyze a market share
- 300.18.3 Learn how to use forecasting techniques to estimate sales
- 300.18.4 Learn how to use regression models to determine the relationship between price and demand variables
- 300.18.5 Learn how to use simulation models to determine the range of sales given the amount of advertising budget

300.19 Ethics and Marketing and Sales

- 300.19.1 Familiar with marketing ethics, including some morally difficult situations in marketing
- 300.19.2 Familiar with unethical practices in the use of marketing research data
- 300.19.3 Explain what is socially responsible marketing
- 300.19.4 Discuss the scope of corporate social responsibility in terms of legal, ethical, and social responsibility behavior and business models
- 300.19.5 Explain the costs and benefits of cause-related marketing and the scope of social marketing

300.20 International Issues

- 300.20.1 Understand how companies decide which foreign markets to enter, including the stages in the internationalization process
- 300.20.2 Discuss the advantages and disadvantages of a global marketing program, including product, communications, price, and distribution channels
- 300.20.3 Discuss the country-of-origin perceptions of consumers, businesses, and government and their effects on marketing the products and services
- 300.20.4 Learn how to manage the international marketing activities when organized as an export department, international division, and global organization

CBM Module 400 – Quality and Process Management

400.1 Quality Strategies

- 400.1.1 Relate quality strategy to business strategy
- 400.1.2 Define quality with its implications
- 400.1.3 Define the principles of TQM in terms of customer satisfaction, employee involvement, and continuous improvement

400.2 Quality Tools and Techniques

- 400.2.1 Explain the basic tools of TQM
- 400.2.2 Discuss the role of inspection as a quality audit tool
- 400.2.3 Define Poka-Yoke (mistake proofing) as a quality tool

400.3 Quality, Costs, and Profits

- 400.3.1 Define a defect
- 400.3.2 Define categories of cost of quality, such as prevention, appraisal, and failure costs
- 400.3.3 Discuss the role of cost of quality in controlling cost and quality

400.4 Quality and the Employee

- 400.4.1 Define employee empowerment and discuss how it is achieved
- 400.4.2 Discuss the rationale for employee empowerment
- 400.4.3 Identify the inhibitors of empowerment, including the resistance from employees, unions, management, workforce readiness, organizational structure, and management practices
- 400.4.4 Understand how to implement empowerment and discuss the manager's role in it



- 400.4.5 Learn how to recognize empowered employees and know how to avoid empowerment traps
- 400.4.6 Discuss the issues in the continuum of employee involvement-empowerment-enlistment
- 400.5 Quality and the Customer**
- 400.5.1 Define a customer and understand the customer-defined quality
- 400.5.2 Identify the needs of external and internal customers
- 400.5.3 Learn how to communicate with customers and know how to use customer feedback to make product design improvements
- 400.5.4 Learn how to improve customer satisfaction and retention, and know the steps in conducting customer-value analysis
- 400.5.5 Learn how to establish a customer focus and discuss the characteristics required of a customer-driven organization
- 400.5.6 Discuss the issues in customer loyalty, present a customer loyalty model, and compare customer loyalty with customer profitability
- 400.5.7 Learn how to treat customers as innovation partners in the product design and development process
- 400.6 Quality Systems and Standards**
- 400.6.1 Define International Standards Organization (ISO) 9000 documentation standards
- 400.6.2 Discuss the ISO 9000 quality management system
- 400.6.3 Define the ISO 14000 environmental standards
- 400.6.4 Discuss the ISO 14000 environmental management system
- 400.6.5 Discuss the U.S. Malcolm Baldrige National Quality Award
- 400.6.6 Discuss the Six-Sigma model, including its implementation
- 400.6.7 Discuss the Six Sigma's Green Belt and Black Belt designations
- 400.7 Partnerships for Quality**
- 400.7.1 Discuss the partnering model along with benefits of partnering
- 400.7.2 Discuss the issues in internal partnering
- 400.7.3 Discuss the issues in partnering with suppliers
- 400.7.4 Discuss the issues in partnering with customers
- 400.7.5 Discuss the issues in partnering with potential competitors
- 400.8 Quality Control and Quality Engineering**
- 400.8.1 Discuss statistical process control (SPC) in terms of variation of outputs and control charts
- 400.8.2 Apply the SPC methods to quality for measuring variables and attributes
- 400.8.3 Define process capability
- 400.8.4 Define quality engineering
- 400.9 Service Quality**
- 400.9.1 Discuss quality in services, including its determinants
- 400.9.2 Discuss service recovery issues
- 400.10 Quality Culture**
- 400.10.1 Distinguish between quality culture and traditional culture
- 400.10.2 Learn how to activate cultural change, including changing the leaders
- 400.10.3 Understand how to lay the groundwork for a quality culture, including the characteristics of a quality culture
- 400.10.4 Learn how to counteract resistance to cultural change
- 400.10.5 Understand how to establish and maintain a quality culture
- 400.11 Process Strategy**
- 400.11.1 Define a process strategy across an organization
- 400.11.2 Discuss the major process-decisions, such as process structure, customer involvement, resource flexibility, and capital intensity
- 400.11.3 Understand the process structure in service firms
- 400.11.4 Understand the process structure in manufacturing firms
- 400.11.5 Discuss the advantages and disadvantages of customer involvement in a process
- 400.11.6 Discuss the resource flexibility in a process in terms of workforce and equipment
- 400.11.7 Discuss the capital intensity in a process resulting from automation and economies of scope
- 400.11.8 Discuss the strategic fit of major process-decisions for service and manufacturing processes and gaining focus
- 400.11.9 Discuss the strategies for change, such as process reengineering and process improvement



- 400.12 Process Analysis**
400.12.1 Discuss the major steps in a process analysis from identifying opportunities to implementing changes
400.12.2 Understand how to document a process using flowcharts, service blueprints, and process charts
400.12.3 Understand how to evaluate the performance of a process using data analysis tools, data snooping tools, and simulation
400.12.4 Understand how to redesign a process using brainstorming and benchmarking techniques
400.12.5 Learn how to manage a process
400.12.6 Learn how to improve a process
- 400.13 Continuous Improvement**
400.13.1 Discuss the rationale for continual improvement and the management's role in it
400.13.2 Identify the essential improvement activities and discuss the organizational structure and the scientific approach for quality improvement
400.13.3 Learn how to identify improvement needs and know how to develop improvement plans
400.13.4 Discuss the standard strategies that can be used to improve business processes on a continual basis
400.13.5 Discuss the kaizen approach for continual incremental improvement, including its tools, checklists and action steps
400.13.6 Discuss the Theory of Constraints to improve continually
400.13.7 Discuss the cause-and-effect diagram with the addition of cards (CEDAC) approach to continual improvement
- 400.14 Ethics and Quality**
400.14.1 Relate ethics to quality management
- 400.15 Law and Quality**
400.15.1 Distinguish between product liability and strict liability
400.15.2 Identify and describe defects in manufacture and design
400.15.3 Identify and describe the defects of failure to warn and failure to provide adequate packaging
400.15.4 Describe the defenses available and the damages recoverable in a product liability lawsuit
- 400.16 International Issues**
400.16.1 Explain the international issues in quality

CBM Module 500 – Human Resources Management

- 500.1 Human Resources Strategies**
500.1.1 Define human resource (HR) management
500.1.2 Identify the HR management functions
500.1.3 Identify the external environmental factors that affect HR management
500.1.4 Explain who performs HR management tasks
500.1.5 Explain the need for the HR manager to be a strategic partner
500.1.6 Describe the metrics for human capital management
500.1.7 Describe the various HR job classifications, including executives, generalists, and specialists
500.1.8 Describe the evolution of HR management
500.1.9 Explain the evolving HR organization
500.1.10 Explain a firm's strategic planning process and the HR planning process
500.1.11 Describe forecasting HR requirements and availability and how databases can assist in matching internal employees to positions
500.1.12 Identify what a firm can do when either a shortage or a surplus of workers exists
500.1.13 Explain downsizing and succession planning in today's environment
500.1.14 Explain the importance of a HR information system and describe manager and employee self-service facilities
- 500.2 Employee Recruitment, Training, and Development**
500.2.1 Explain why job analysis is a basic HR tool and explain the reasons for conducting job analysis
500.2.2 Describe the types of information required for job analysis and describe the various job analysis methods
500.2.3 Identify who conducts job analysis and describe the components of a job description



- 500.2.4 Explain the timeliness of job analysis, job analysis for team members, and describe how job analysis helps satisfy various legal requirements
- 500.2.5 Describe some important job design concepts
- 500.2.6 Define recruitment and explain alternatives to recruitment
- 500.2.7 Explain the external environment of recruitment and describe how promotion policies influence recruitment
- 500.2.8 Describe the recruitment process
- 500.2.9 Describe the internal recruitment methods
- 500.2.10 Explain the external recruitment sources
- 500.2.11 Describe the online recruitment methods
- 500.2.12 Identify the traditional, external recruitment methods
- 500.2.13 Describe an applicant tracking system
- 500.2.14 Describe how recruitment methods and recruitment sources are tailored to each other
- 500.2.15 Explain the recruitment process for diversity management
- 500.2.16 Explain the significance of employee selection
- 500.2.17 Identify the environmental factors that affect the employee selection process
- 500.2.18 Describe the employee selection process
- 500.2.19 Explain the importance of the preliminary interview
- 500.2.20 Explain the advantages and potential problems of using selection tests
- 500.2.21 Describe the characteristics of properly designed selection tests
- 500.2.22 Explain the types of validation studies, describe the types of employment tests, including online testing and the use of assessment center
- 500.2.23 Explain the importance of the employment interview and describe the general types of interviewing
- 500.2.24 Describe the various methods of interviewing and potential interviewing problems
- 500.2.25 Explain the use of pre-employment screening, including background investigations, reference checks, negligent hiring, and negligent referral
- 500.2.26 Describe the selection decision, the medical examination, and notification of candidates
- 500.2.27 Explain the metrics for evaluating recruitment and selection effectiveness
- 500.2.28 Define training and development (T&D)
- 500.2.29 Explain the factors influencing the T&D
- 500.2.30 Describe the T&D process
- 500.2.31 Describe the various T&D methods
- 500.2.32 Describe the T&D delivery systems
- 500.2.33 Describe management development, mentoring, and coaching
- 500.2.34 Define orientation and describe the executive orientation concept of onboarding
- 500.2.35 Identify special training areas, such as diversity, language, ethics, telecommuter, customer service, conflict resolution, teamwork, empowerment, remedial, and anger management
- 500.2.36 Discuss the problems in implementing the T&D programs
- 500.2.37 Explain the metrics for evaluating the effectiveness of T&D programs
- 500.2.38 Define organizational development (OD) and describe the various OD techniques

500.3 Employee Performance Management

- 500.3.1 Define performance management and describe the importance of it
- 500.3.2 Define performance appraisal and identify the use of performance appraisal
- 500.3.3 Discuss the environmental factors that affect performance appraisal
- 500.3.4 Discuss the performance appraisal process
- 500.3.5 Identify the various performance criteria that can be established
- 500.3.6 Identify who may be responsible for performance appraisal and the performance period
- 500.3.7 Identify the various performance appraisal methods used
- 500.3.8 List the problems that have been associated with performance appraisal
- 500.3.9 Explain the characteristics of an effective appraisal system
- 500.3.10 Explain how the appraisal interview should be conducted

500.4 Workforce Diversity Management

- 500.4.1 Describe the projected future diverse workforce
- 500.4.2 Describe diversity and diversity management, and explain the various components of the present diverse workforce, such as dual-career family, single parents, working mothers, women in business, workers of color, older workers, people with disabilities, immigrants, and education and skill level of employees



- 500.4.3 Describe the Equal Employment Opportunity Commission (EEOC)
- 500.4.4 Explain the purpose of the Uniform Guidelines on Employee Selection Procedures
- 500.4.5 Describe the concepts of disparate treatment and adverse impact
- 500.4.6 Describe the Uniform Guidelines related to sexual harassment, national origin, and religion
- 500.4.7 Explain the affirmative action as required by the U.S. Presidential Executive Orders 11246 and 11375
- 500.4.8 Describe the affirmative action programs
- 500.5 Internal Employee Relations**
- 500.5.1 Define internal employee relations
- 500.5.2 Explain the concept of employment-at-will
- 500.5.3 Explain discipline and disciplinary action
- 500.5.4 Describe the disciplinary action process, discuss the various approaches to disciplinary action, and describe the problems in the administration of disciplinary action
- 500.5.5 Explain how grievance handling is conducted in a union firm and in a non-union firm
- 500.5.6 Explain the use of ombudspersons
- 500.5.7 Describe termination and describe how termination conditions may differ with job types, such as non-managerial and non-professional employees, executives, middle-level managers, lower-level managers, and professionals
- 500.5.8 Describe demotion as an alternative to termination
- 500.5.9 Describe transfers, promotions, resignations, and retirements as factors involved in internal employee relations
- 500.6 Employee Benefits and Compensation**
- 500.6.1 Define benefits to employees as an indirect financial compensation
- 500.6.2 Describe mandated benefits to employees
- 500.6.3 Describe the various discretionary benefits to employees
- 500.6.4 Describe customized benefit plans as a cafeteria compensation
- 500.6.5 Explain premium pay
- 500.6.6 Describe the components of nonfinancial compensation
- 500.6.7 Describe the job itself as a nonfinancial compensation factor and job characteristics theory
- 500.6.8 Describe the job environment as a nonfinancial compensation factor
- 500.6.9 Describe the workplace flexibility (work-life balance) factors
- 500.6.10 Describe the concepts of severance pay, comparable worth, pay secrecy, and pay compression
- 500.6.11 Define compensation and describe the various forms of compensation
- 500.6.12 Define financial equity and explain the concept of equity in direct financial compensation
- 500.6.13 Identify the determinants of direct financial compensation
- 500.6.14 Describe the organization as a determinant of direct financial compensation
- 500.6.15 Describe the labor market as a determinant of direct financial compensation
- 500.6.16 Explain how the job is a determinant of direct financial compensation
- 500.6.17 Define job evaluation and describe the major traditional job evaluation methods
- 500.6.18 Describe job pricing concept
- 500.6.19 Identify factors related to the employee that are essential in determining direct financial compensation
- 500.6.20 Describe the various types of pay plans, such as team-based pay, company-wide pay plans, professional employee compensation, sales representative compensation, and contingency worker compensation
- 500.6.21 Explain the various elements of executive compensation
- 500.7 Employee Health, Safety, and Security**
- 500.7.1 Describe the nature and role of safety and health
- 500.7.2 Describe the economic impact of safety and explain the focus of safety programs in business operations
- 500.7.3 Describe the consequences of repetitive stress injuries
- 500.7.4 Explain the purpose of ergonomics
- 500.7.5 Explain the effects of workplace and domestic violence on businesses
- 500.7.6 Describe the nature of stress and means of managing stress
- 500.7.7 Explain employee burnout with its consequences
- 500.7.8 Describe the purposes of employee wellness programs
- 500.7.9 Describe the importance of employee physical fitness programs
- 500.7.10 Explain substance abuse and describe substance-abuse-free workplaces
- 500.7.11 Describe employee assistance programs
- 500.7.12 Describe the impact of smoke-free workplaces



- 500.8 Labor Unions and Collective Bargaining**
- 500.8.1 Describe the broad objectives that characterize the labor movement as a whole and describe organized labor's strategies for a stronger movement
 - 500.8.2 Explain the reasons why employees join unions and describe the basic structure of the union
 - 500.8.3 Define collective bargaining and identify the steps involved in establishing the collective bargaining relationship
 - 500.8.4 Describe the collective bargaining process and explain the psychological aspects of collective bargaining
 - 500.8.5 Describe the various factors involved in preparing for negotiations
 - 500.8.6 Explain the typical bargaining issues and describe the process of negotiating the agreement
 - 500.8.7 Identify ways to overcome breakdown in negotiations
 - 500.8.8 Describe what is involved in ratifying and administering the agreement
 - 500.8.9 Explain the union decertification process
- 500.9 Law and Human Resources**
- 500.9.1 Understand the laws affecting equal employment opportunity
 - 500.9.2 Understand the nature of Workforce Investment Act
 - 500.9.3 Understand the legal implications of employee performance appraisal
 - 500.9.4 Understand the laws affecting employee compensation
 - 500.9.5 Explain the impact of health care legislation
 - 500.9.6 Explain the role of the U.S. Occupational Safety and Health Administration (OSHA)
 - 500.9.7 Understand the Drug-Free Workplace Act of 1988
 - 500.9.8 Discuss the role of the U.S. Federal Labor Relations Authority (FLRA)
 - 500.9.9 Understand the nature and types of U.S. labor union laws
- 500.10 Ethics and Human Resources**
- 500.10.1 Define ethics at work and understand the model of ethics
 - 500.10.2 Explain the attempts at legislating ethics
 - 500.10.3 Understand the importance of a code of ethics and describe the HR ethics
- 500.11 International Issues**
- 500.11.1 Describe the evolution of global business and global HR management
 - 500.11.2 Explain global staffing with its types and approaches
 - 500.11.3 Describe global HR development
 - 500.11.4 Explain global compensation
 - 500.11.5 Describe global safety and health
 - 500.11.6 Explain global employee and labor relations
 - 500.11.7 Describe political and legal factors affecting the global HR management
 - 500.11.8 Explain bribery, equal employment opportunity, and virtual teams in a global environment



CBM Part 2 Syllabus

CBM Module 600 – Accounting

- 600.1 Accounting Strategies**
600.1.1 Understand the types of business organizations
600.1.2 Explain the role of accounting and relate it to accountability
600.1.3 Understand the accounting concepts and principles
- 600.2 The Accounting Process**
600.2.1 Define the accounting cycle, using business transactions
- 600.3 Assets, Liabilities, and Equity**
600.3.1 Understand the accounting equation
600.3.2 Understand the nature of financial statements and explain the relationship between them
600.3.3 Learn how assets are listed on the balance sheet
600.3.4 Know how to report cash on the balance sheet
600.3.5 Know how to report marketable securities on the balance sheet
600.3.6 Know how to report inventory on the balance sheet
600.3.7 Understand the nature of long-term assets
600.3.8 Know how to report long-term assets on the balance sheet
600.3.9 Know how to report current liabilities on the balance sheet
600.3.10 Know how to report long-term liabilities on the balance sheet
600.3.11 Understand the nature of stockholders' equity on the balance sheet
600.3.12 Know how to report stockholders' equity on the balance sheet
- 600.4 Analysis of Financial Statements**
600.4.1 Explain the purpose of financial statement analysis
600.4.2 Perform a horizontal analysis of comparative financial statements
600.4.3 Perform a vertical analysis of financial statements and prepare common-size financial statements
600.4.4 Compute commonly used financial ratios to make business decisions
600.4.5 Measure economic value added indicator
600.4.6 Utilize nonfinancial data in analyzing financial statements
600.4.7 Explain the purposes of the statement of cash flows and describe its elements
600.4.8 Distinguish among operating, investing, and financing cash flow activities
- 600.5 Cost Behavior, Control, and Profit Planning**
600.5.1 Understand cost behavior in terms of cost, volume, and profit (CVP)
600.5.2 Learn how to use CVP analysis to compute breakeven points and profits
600.5.3 Learn how to use CVP analysis to perform sensitivity analysis
600.5.4 Understand the effect of sales-mix on CVP analysis
600.5.5 Understand variable costing and absorption costing methods
- 600.6 Product and Service Costs**
600.6.1 Distinguish between job order costing and process costing approaches
600.6.2 Understand job order costing in a manufacturing company
600.6.3 Understand job order costing in a service company
600.6.4 Know how managers use a production cost report
600.6.5 Understand the building blocks of a process costing system
600.6.6 Understand how an activity-based costing system works
600.6.7 Understand how a just-in-time (JIT) costing method works



- 600.7 Operating Budgets**
600.7.1 Learn how to use operating budgets, including their benefits
600.7.2 Learn how to prepare the master budget, including its components
600.7.3 Learn how to prepare the operating budget
600.7.4 Learn how to prepare the financial budget
600.7.5 Learn how to perform sensitivity analysis and rolling up the unit budgets
600.7.6 Understand the difference between a static budget and a flexible budget
600.7.7 Learn how to prepare an income statement performance report using the flexible budget
600.7.8 Identify the benefits of standard costs and learn how to set standards
600.7.9 Learn how to prepare a standard cost income statement
- 600.8 Financial Performance Measurement**
600.8.1 Explain why and how companies decentralize their operations, including its advantages and disadvantages
600.8.2 Explain why companies use performance evaluation systems
600.8.3 Describe the balanced scorecard system and identify key performance indicators for each of its perspectives
600.8.4 Learn how to measure the financial performance of cost, revenue, and profit centers
600.8.5 Learn how to measure the financial performance of investment centers
- 600.9 Decision-Making and Accounting**
600.9.1 Describe information relevant to business decisions
600.9.2 Describe how to handle special sales orders, including their pricing decisions
600.9.3 Understand how to drop a product, department, or territory
600.9.4 Understand how to make product-mix decisions
600.9.5 Understand how to reach make-or-buy (outsource) decisions
600.9.6 Understand how to handle "sell as is" or "process further" decisions
600.9.7 Learn how to use activity-based management method for decision making
600.9.8 Understand how to use transfer pricing concepts in business decisions
- 600.10 Accounting and Reporting**
600.10.1 Discuss reporting issues in accounting
- 600.11 Information Systems and Accounting**
600.11.1 Understand the role of accounting information systems in business
600.11.2 Understand the data processing cycle and its use in business transaction processing
600.11.3 Understand the behavioral implications of managerial reports
- 600.12 Auditing and Accounting**
600.12.1 Identify similarities and differences between auditing and accounting
- 600.13 Control and Accounting**
600.13.1 Discuss internal control over cash
600.13.2 Discuss internal control over receivables
600.13.3 Discuss internal control over inventory
600.13.4 Discuss internal control over payroll
600.13.5 Understand the concept of responsibility accounting as a control mechanism
- 600.14 Ethics and Accounting**
600.14.1 Understand the ethical issues in financial reporting
- 600.15 Economics and Accounting**
600.15.1 Relate economics to accounting
- 600.16 Law and Accounting**
600.16.1 Relate law to accounting



600.17

International Issues

- 600.17.1 Discuss the various factors affecting the development of international accounting
- 600.17.2 Discuss the various approaches to classify international accounting
- 600.17.3 Understand the comparative accounting practices in the European Union countries
- 600.17.4 Understand the comparative accounting practices in the Americas and Asia
- 600.17.5 Discuss the variables and practices in international transfer pricing

CBM Module 700 – Finance

700.1

Finance Strategies

- 700.1.1 Relate finance strategy to business strategy
- 700.1.2 Define the finance function in a firm

700.2

Business Failures and Bankruptcies

- 700.2.1 Understand the types and causes of business failure
- 700.2.2 Understand the mechanisms of reorganization and liquidation in bankruptcy

700.3

Components of Short-Term Assets

- 700.3.1 Understand short-term financial management, net working capital, and the related tradeoff between profitability and risk
- 700.3.2 Describe the cash conversion cycle, its funding requirements, and key strategies for managing it
- 700.3.3 Discuss inventory management with differing views, common techniques, and international concerns
- 700.3.4 Explain the credit selection process and the quantitative procedure for evaluating changes in credit standards
- 700.3.5 Review the procedures for quantitatively considering cash discount changes, other aspects of credit terms, and credit monitoring
- 700.3.6 Understand the management of receipts and disbursements, including float, speeding-up collections, slowing-down payments, cash concentration, zero-balance accounts, and investing in marketable securities

700.4

Components of Short-Term Financing

- 700.4.1 Understand how to manage spontaneous liabilities
- 700.4.2 Understand how to manage unsecured sources of short-term loans
- 700.4.3 Understand how to manage secured sources of short-term loans

700.5

Components of Long-Term Financing

- 700.5.1 Understand the key assumptions, the basic concept, and the specific sources of capital associated with the cost of capital
- 700.5.2 Determine the cost of long-term debt and the cost of preferred stock
- 700.5.3 Calculate the cost of common stock equity and convert it into the cost of retained earnings and the cost of new issues of common stock
- 700.5.4 Calculate the weighted average cost of capital (WACC) and discuss alternative weighting schemes
- 700.5.5 Describe the procedures used to determine break points and the weighted marginal cost of capital (WMCC) and investment opportunities schedule (IOS)
- 700.5.6 Discuss leverage, capital structure, breakeven analysis, the operating breakeven point, and the effect of changing costs on it
- 700.5.7 Understand operating, financial, and total leverage and the relationships among them
- 700.5.8 Describe the types of capital, external assessment of capital structure, and the capital structure of non-US firms
- 700.5.9 Explain the optimal capital structure using a graphical view of the firm's cost-of-capital functions and a zero growth valuation model
- 700.5.10 Discuss the earnings before income taxes (EBIT) and earnings per share (EPS) approaches to capital structure
- 700.5.11 Review the return and risk of alternative capital structures, their linkage to market value, and other important considerations related to capital structure
- 700.5.12 Understand cash dividend payment procedures, the tax treatment of dividends, and the role of dividend reinvestment plans
- 700.5.13 Describe the residual theory of dividends and the key arguments with regard to dividend irrelevance and relevance
- 700.5.14 Discuss the key factors involved in establishing a dividend policy
- 700.5.15 Review and evaluate the basic types of dividend policies
- 700.5.16 Evaluate stock dividends, stock splits, and stock repurchases from accounting, shareholder, and company points of view



- 700.6 Financial Forecasting, Planning, and Control**
- 700.6.1 Learn how to analyze a firm's cash flow
 - 700.6.2 Understand a firm's financial planning process
 - 700.6.3 Discuss the cash-planning process and the preparation, evaluation, and use of the cash budget
 - 700.6.4 Learn how to prepare and evaluate pro forma income statement and balance sheet
- 700.7 Capital Valuation Techniques**
- 700.7.1 Understand the fundamentals of interest rates
 - 700.7.2 Understand the features, costs, and types of corporate bonds
 - 700.7.3 Understand the fundamentals of valuation of an asset
 - 700.7.4 Learn how to value bonds
 - 700.7.5 Understand the difference between debt capital and equity capital
 - 700.7.6 Understand common stock and preferred stock, including their rights and features
 - 700.7.7 Understand the common stock valuation techniques
- 700.8 Capital Budgeting**
- 700.8.1 Understand the key motives for capital expenditure and the steps in the capital budgeting process, including the basic terminology
 - 700.8.2 Discuss relevant cash flows, expansion versus replacement decisions, sunk costs and opportunity costs, and issues in international capital budgeting
 - 700.8.3 Calculate the initial investment associated with a proposed capital expenditure
 - 700.8.4 Find the relevant operating cash inflows associated with a proposed capital expenditure
 - 700.8.5 Determine the terminal cash flow associated with a proposed capital expenditure
 - 700.8.6 Understand the role of capital budgeting techniques in the capital budgeting process
 - 700.8.7 Calculate, interpret, and evaluate payback period
 - 700.8.8 Calculate, interpret, and evaluate the net present value (NPV)
 - 700.8.9 Calculate, interpret, and evaluate internal rate of return (IRR)
 - 700.8.10 Use net present value profiles and conflicting rankings to compare NPV and IRR techniques, including their strengths and weaknesses
 - 700.8.11 Understand the importance of recognizing risk in the analysis of capital budgeting projects
 - 700.8.12 Discuss risk and cash inflows, scenario analysis, and simulation as behavioral approaches for dealing with risk
 - 700.8.13 Review the unique risks that multinational companies face in capital budgeting
 - 700.8.14 Describe the determination and use of risk-adjusted discount rates (RADRs), portfolio effects, and the practical aspects of RADRs
 - 700.8.15 Understand the capital budgeting refinement techniques, including capital rationing
- 700.9 Financial Institutions and Markets**
- 700.9.1 Define financial institutions and financial markets
 - 700.9.2 Discuss the relationship between financial institutions and financial markets
- 700.10 Financial Risk Management**
- 700.10.1 Differentiate between hybrid securities and derivatives securities
 - 700.10.2 Review the types of leases, leasing arrangements, the lease-versus-purchase decision, the effects of leasing on future financing, and the advantages and disadvantages of leasing
 - 700.10.3 Describe the types of convertible securities, their general features, and financing with convertibles
 - 700.10.4 Demonstrate the procedures for determining the straight bond value, the conversion (or stock) value, and the market value of a convertible bond
 - 700.10.5 Explain the key characteristics of stock purchase warrants, the implied price of an attached warrant, and the values of warrants
 - 700.10.6 Define options and discuss calls and puts, options markets, options trading, the role of call and put options in fund raising, and hedging foreign-currency exposures with options
 - 700.10.7 Understand the concept of financial engineering to manage risks



- 700.11 Mergers, Leveraged Buyouts, and Divestitures**
700.11.1 Understand the fundamentals of merger, including its types
700.11.2 Understand leveraged buyouts (LBOs) and divestitures
700.11.3 Learn how to analyze and negotiate mergers
700.11.4 Define holding companies, including their advantages and disadvantages
- 700.12 Operations, Marketing, and Finance**
700.12.1 Discuss the interplay among operations, marketing, and finance
- 700.13 Quantitative Techniques and Finance**
700.13.1 Understand the time value of money and its use in finance
700.13.2 Understand the relationship between risk and return as it applies to finance
- 700.14 Economics and Finance**
700.14.1 Relate economics to finance
- 700.15 Accounting and Finance**
700.15.1 Relate accounting to finance
- 700.16 Quality and Finance**
700.16.1 Discuss quality issues in finance
- 700.17 Law and Finance**
700.17.1 Discuss various U.S. antitrust laws
700.17.2 Discuss various U.S. investor protection and securities laws
700.17.3 Discuss various U.S. bankruptcy laws
- 700.18 Ethics and Finance**
700.18.1 Understand the role of business ethics in finance
- 700.19 International Issues**
700.19.1 Understand the major factors that influence the financial operations of multinational companies (MNCs)
700.19.2 Describe the key differences between purely domestic (U.S) and international financial statements in terms of consolidation, translations, and profits
700.19.3 Discuss exchange rate risk and political risk, and explain how MNCs manage them
700.19.4 Learn how to manage long-term investment and financing decisions
700.19.5 Learn how to manage short-term financial decisions
700.19.6 Understand the motives for international mergers and joint ventures

CBM Module 800 – Information Technology

- 800.1 Information Technology Strategies**
800.1.1 Understand the interaction between information technology (IT) and an organization's business
800.1.2 Understand how information systems impact organizations and business firms
800.1.3 Learn how to use information systems to achieve competitive advantage
800.1.4 Discuss management issues in using information systems
800.1.5 Understand the information systems function in business
- 800.2 Information Systems Planning, Control, and Governance**
800.2.1 Develop different types of information systems plans
800.2.2 Understand issues in making IT infrastructure investments, handling changes, and managing governance



- 800.3 Information Technology and Outsourcing**
800.3.1 Understand the need for and the benefits and risks of IT outsourcing
800.3.2 Discuss the various issues involved in software outsourcing
800.3.3 Discuss the major issues in outsourcing the security function
- 800.4 Information Technology Risk Management**
800.4.1 Learn how to conduct risk assessment for IT processes
800.4.2 Learn how to develop a security policy
800.4.3 Learn how to reduce security and control risks through business continuity planning and auditing
- 800.5 Knowledge Management Systems**
800.5.1 Understand the knowledge-management landscape, including its value chain
800.5.2 Understand the scope and purpose of enterprise-wide knowledge-management systems
800.5.3 Understand the scope and purpose of knowledge-work systems for knowledge workers
800.5.4 Discuss intelligent systems, such as expert systems and fuzzy logic systems
- 800.6 Decision-Making and Information Technology**
800.6.1 Discuss systems used for managers' decision-making purpose
800.6.2 Discuss systems used for executives' decision-making purpose
800.6.3 Discuss systems used for group decision-making purpose
- 800.7 Business Value of Information Technology**
800.7.1 Learn how to establish business value of investments in IT
800.7.2 Discuss business value of IT security and control
800.7.3 Learn how to establish business value of enterprise systems
- 800.8 Quality and Information Technology**
800.8.1 Relate quality to IT with quality assurance
800.8.2 Understand how information systems support quality improvements
- 800.9 Databases and Data Warehouses**
800.9.1 Understand how data is organized in a traditional file environment
800.9.2 Understand how database approach to data management is better
800.9.3 Learn how to use databases to improve business performance and decision-making through data warehouses and data mining
- 800.10 Systems Development and Acquisition**
800.10.1 Understand how information systems are developed in a firm
800.10.2 Understand the alternative approaches to systems development, including prototyping and software package acquisition
800.10.3 Learn the new approaches to systems development such as RAD, JAD, and Web-services
- 800.11 Data Resources Management**
800.11.1 Learn how to establish an information policy
800.11.2 Learn how to ensure data quality
- 800.12 Telecommunications and Networks**
800.12.1 Understand the types of computer networks
800.12.2 Understand the types of communications networks
800.12.3 Understand the Internet services and architectures
800.12.4 Understand the wireless devices, systems, and networks
- 800.13 Enterprise and Business Application Systems**
800.13.1 Understand the scope of enterprise systems
800.13.2 Understand the nature of supply chain management (SCM) systems
800.13.3 Understand the scope of customer relationship management (CRM) systems
800.13.4 Know the opportunities and challenges in enterprise application systems
800.13.5 Discuss the various types of business information systems



- 800.14 Information Technology Security and Controls**
800.14.1 Understand why computer systems are vulnerable, leading to abuse
800.14.2 Learn how to collect electronic evidence and conduct computer forensic analysis
800.14.3 Understand the tools, technologies, and controls available to secure computer systems and data
800.14.4 Discuss information security controls
800.14.5 Discuss e-commerce security issues and controls
- 800.15 Electronic Commerce and Information Technology**
800.15.1 Define the terms E-business, E-commerce, and E-government
800.15.2 Understand the Internet business models
800.15.3 Understand the types of electronic commerce systems in use
800.15.4 Understand the services, applications, and challenges in mobile commerce (M-commerce)
800.15.5 Understand the electronic commerce payment systems
800.15.6 Discuss e-marketplaces, structures, mechanisms, economics, and impacts
800.15.7 Understand the need for E-contracts and E-licensing agreements
- 800.16 Information Technology Contingency Plans**
800.16.1 Discuss the major steps in computer contingency planning process
- 800.17 Auditing and Information Technology**
800.17.1 Understand the purpose of information systems audits
800.17.2 Understand the framework for auditing computer security
800.17.3 Understand the framework for auditing program development and modification
800.17.4 Understand the framework for auditing computer processing controls
800.17.5 Understand the framework for auditing source data controls
800.17.6 Understand the framework for auditing data file controls
- 800.18 Ethics and Information Technology**
800.18.1 Understand the ethical and social issues related to information systems
800.18.2 Discuss the ethical choices in an information society
800.18.3 Understand the moral dimensions of information systems
800.18.4 Understand the management issues and ethical policy areas for IT
800.18.5 Understand the ethical issues regarding privacy of employees and customers, computer/telephone monitoring, and e-commerce activities
- 800.19 Law and Information Technology**
800.19.1 Learn the various U.S. laws related to IT
800.19.2 Learn the various international laws related to IT
800.19.3 Understand the Internet and intellectual property laws as they apply to domain names and websites, and cyber patents and software copyrights
- 800.20 International Issues**
800.20.1 Understand the reasons for the growth of international information systems, including business drivers and challenges
800.20.2 Understand how to organize international information systems
800.20.3 Learn how to manage global systems considering global systems strategy and global value chain

CBM Module 900 – Corporate Control, Law, and Governance

- 900.1 Corporate Control Strategies**
900.1.1 Understand the various control concepts
900.1.2 Understand the levers of control



- 900.2 Control Models and Systems**
- 900.2.1 Learn about the U.S based control frameworks and models
 - 900.2.2 Learn about the U.K. based Cadbury and Combined Code models
 - 900.2.3 Understand the relationship between management and control and differentiate between management control and strategic control
 - 900.2.4 Understand the causes of management control problems
 - 900.2.5 Explain the characteristics of good management control
 - 900.2.6 Learn how to avoid control-related problems with alternatives
- 900.3 Corporate Audits**
- 900.3.1 Understand the nature of auditing, including its types
 - 900.3.2 Describe the auditing process
- 900.4 Corporate Fraud and Crimes**
- 900.4.1 Define fraudulent financial reporting and understand the auditor's responsibility to detect fraud
 - 900.4.2 Understand who perpetrates fraud and why it occurs
 - 900.4.3 Define computer fraud, including its classifications and techniques
 - 900.4.4 Learn how to prevent and detect computer fraud and abuse
 - 900.4.5 Understand the accounting shenanigans practiced by management
 - 900.4.6 Understand the common crimes and white-collar crimes with their associated liabilities
- 900.5 Corporate Risk Management**
- 900.5.1 Explain the meaning of risk, including chance of loss, perils, and hazards
 - 900.5.2 Identify the basic categories of risk
 - 900.5.3 Discuss the major types of pure risk
 - 900.5.4 Explain the major methods of handling risk
 - 900.5.5 Distinguish between insurance and hedging
 - 900.5.6 Define risk management and explain its objectives
 - 900.5.7 Describe the steps in the risk management process
 - 900.5.8 Describe the benefits of risk management program
 - 900.5.9 Distinguish between financial risk management and enterprise risk management
 - 900.5.10 Explain the securitization of risk, including futures and options contracts
 - 900.5.11 Explain the methods that a risk manager uses to forecast losses
 - 900.5.12 Discuss how financial analysis can be applied to risk management decision making
 - 900.5.13 Discuss the advanced risk management tools such as risk maps and value at risk (VAR) analysis
 - 900.5.14 Explain how a business income loss is determined under a commercial property insurance coverage
 - 900.5.15 Identify the general liability loss exposure of business firms under a commercial liability insurance coverage
 - 900.5.16 Explain the coverages provided by an employment-related practices liability policy and a workers compensation liability policy
 - 900.5.17 Describe the important provisions of a commercial umbrella policy
 - 900.5.18 Identify the liability coverage provided by a businessowners policy
 - 900.5.19 Explain the coverage provided by directors and officers (D&O) liability insurance
 - 900.5.20 Identify the insuring agreements in the commercial crime coverage form
 - 900.5.21 Identify the basic insuring agreements in a financial institution bond for a commercial bank
 - 900.5.22 Identify the major types of surety bonds and differentiate between insurance and surety bonds
- 900.6 Corporate Law**
- 900.6.1 Understand the agency theory as it applies to top management and the board of directors
 - 900.6.2 Understand the agency law in terms of relationships, duties, and liabilities of the principal and the agent
 - 900.6.3 Understand the functions of shareholders, directors, and officers of a corporation, including their duties and liabilities
- 900.7 Corporate Culture**
- 900.7.1 Define corporate culture
 - 900.7.2 Understand how managers can change a corporate culture
 - 900.7.3 Learn how to evaluate a corporate culture



- 900.8 Corporate Ethics**
900.8.1 Understand the nature of organizational ethics, including ethical dilemmas and sources
900.8.2 Learn how to create an ethical organization
900.8.3 Describe how law and ethics intertwine
900.8.4 Describe the moral theories of business ethics
- 900.9 Corporate Stakeholders and Social Responsibility**
900.9.1 Understand who are the stakeholders of an organization, both inside and outside
900.9.2 Learn how to satisfy stakeholders' goals and interests
900.9.3 Describe the theories of the social responsibility of business, including corporate social audits
- 900.10 Corporate Governance**
900.10.1 Define corporate governance
900.10.2 Understand the roles and responsibilities of the board, including nomination of members and organization of the board
900.10.3 Learn the impact of the Sarbanes-Oxley Act on U.S. corporate governance
900.10.4 Learn the trends in corporate governance
900.10.5 Understand the roles and responsibilities of top management in corporate governance
- 900.11 Corporate Compliance**
900.11.1 Understand the components of the Sarbanes-Oxley Act, including its cost of compliance
900.11.2 Understand the relationship between ethics and corporate compliance and the challenge of compliance
900.11.3 Understand the corporate compliance systems and global corruption types
- 900.12 International Issues**
900.12.1 Understand how to evaluate management control systems across countries from the viewpoints of national cultures, institutions, and local business environments

CBM Module 1000 – International Business

- 1000.1 Global Business Strategies**
1000.1.1 Explain reasons for going international
1000.1.2 Understand the steps in developing global strategies
1000.1.3 Understand the steps in implementing global strategies
- 1000.2 Global Organization Structure and Control**
1000.2.1 Understand the various types of organizational structures
1000.2.2 Understand the control and monitoring systems for global operations
- 1000.3 International Marketing**
1000.3.1 Understand the United Nations Convention on Contracts for the International Sale of Goods (CISG)
1000.3.2 Understand the issues in international transportation, including carriage of goods by sea, air, or inland
- 1000.4 International Finance**
1000.4.1 Discuss all types of documents involved in the financing of a foreign trade and underwriting of investments in foreign countries
- 1000.5 International Trade and Investment**
1000.5.1 Understand all the international trade agreements and tariffs on trade in goods
1000.5.2 Understand all the international agreements and regulations on trade in services and labor
1000.5.3 Understand foreign investment laws, supervision of investments, and securities regulations and their enforcement



- 1000.6 International Money and Banking**
1000.6.1 Understand the world's money and banking system, including the International Monetary Fund (IMF) and regional/national monetary systems
- 1000.7 International Cultures and Management Styles**
1000.7.1 Explain culture and its effects on organizations, including cultural variables, value dimensions, and cultural profiles
1000.7.2 Understand the management styles around the world
- 1000.8 Intercultural Communication**
1000.8.1 Understand the culture-communication link
1000.8.2 Understand how to manage cross-cultural communication
- 1000.9 Intercultural Negotiation and Decision-Making**
1000.9.1 Understand the negotiation process and styles in a global setting
1000.9.2 Understand the link between negotiation and decision-making
- 1000.10 International Economics**
1000.10.1 Understand the scope of international economics
1000.10.2 Understand why countries trade
1000.10.3 Understand the components of national income accounting and the balance of payments
- 1000.11 International Intellectual Property**
1000.11.1 Understand how to create intellectual property rights and agreements, and comply with licensing regulations
- 1000.12 International Business Law**
1000.12.1 Understand the sources and scope of international law
1000.12.2 Understand the national standard of care, state responsibility, objectives, awards, and insurance and environmental protection
1000.12.3 Understand the international dispute settlement procedures through diplomacy, tribunals, and municipal courts, and recognition of foreign judgments
- 1000.13 International Human Resources**
1000.13.1 Understand how to staff for global operations
1000.13.2 Understand how to manage expatriates
1000.13.3 Learn how to train and develop expatriates
1000.13.4 Learn how to compensate host-country nationals
- 1000.14 International Business Ethics**
1000.14.1 Define the concept of international social responsibility
1000.14.2 Discuss ethics in a global management setting
1000.14.3 Understand how to manage global interdependency
- 1000.15 International Issues**
1000.15.1 Understand the global manager's role
1000.15.2 Understand the political and economic environment of global business
1000.15.3 Understand the legal environment of global business
1000.15.4 Understand the technological environment of global business



CBM Part 3 Syllabus

Application 1	Strategic Management Analysis
Application 2	Managing and Leading Skills Analysis
Application 3	Tradeoff and Payoff Analysis
Application 4	Economic Analysis
Application 5	Organizational Analysis
Application 6	Decision Analysis
Application 7	Regulatory Analysis
Application 8	Project Management Analysis
Application 9	Corporate Portfolio Analysis
Application 10	Business Performance Measurement Analysis
Application 11	Business Causative Analysis
Application 12	Business Contingency Analysis
Application 13	Data Analysis
Application 14	Manufacturing Management Analysis
Application 15	Service Management Analysis
Application 16	Retail Management Analysis
Application 17	Supplier and Vendor Analysis
Application 18	Inventory and Logistics Analysis
Application 19	Value Analysis
Application 20	Sourcing Analysis
Application 21	Productivity Analysis
Application 22	Marketing Management Analysis
Application 23	Product and Brand Management Analysis
Application 24	Pricing Analysis
Application 25	Advertising Analysis
Application 26	Sales Analysis
Application 27	Customer Analysis
Application 28	Competitor Analysis
Application 29	Quality Analysis
Application 30	Process Analysis
Application 31	Human Capital Analysis
Application 32	Career Development Analysis
Application 33	Operating Budget Analysis
Application 34	Cost-Volume-Profit Analysis
Application 35	Cost Analysis
Application 36	Cash Flow Analysis
Application 37	Leverage Analysis
Application 38	Capital Investment Analysis
Application 39	Business Valuation Analysis
Application 40	Financial Statements and Management Analysis
Application 41	Sensitivity and Scenario Analysis
Application 42	Computer Security and Forensic Analysis
Application 43	Internet and Electronic Commerce Analysis
Application 44	Business Controls Analysis
Application 45	Fraud Analysis
Application 46	Risk Analysis
Application 47	Governance and Stakeholder Analysis
Application 48	Legal and Ethical Analysis
Application 49	International Trade and Financing Analysis
Application 50	Global Management Analysis