MBA Research & Curriculum Center

June 13, 2016

Kentucky Business Management and Administration Futuring Panel Observations and Recommendations

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# Project Overview

## Futuring Panel

The Kentucky Department of Education partnered with MBA Research, Inc. to convene a one day Business Management and Administration Futuring Panel on April 12, 2016. All pathways in the Business Management and Administration Cluster including Administrative Services, Business Information Management, General Management, Human Resources Management, and Operations, were represented by business executives from the state of Kentucky and surrounding areas.

The business executives provided their perspectives on:

* The trends shaping the workforce development needs in the Kentucky business environment and the skillsets needed to address those trends
* Ethical leadership in the workplace
* Recommended and required credentials and certifications
* Skillsets needed by all business professionals
* Skillsets needed specifically in the Business Management and Administration Cluster

This document provides a compilation of feedback from panelists as well as observations and recommendations from MBA Research and Curriculum Center.

## Coalition Breakfast

The Kentucky Department of Education and MBA Research and Curriculum Center hosted a Business Coalition for Education meeting prior to the Futuring Panel. The Business Coalition for Education is designed to encourage the teaching of core business skills and economic concepts for college and career-ready high school curricula.

The purpose of the meeting was to:

* Recruit new coalition members and discuss chapter benefits of membership
* Discuss coalition membership requirements
* Educate attendees about the Kentucky Department of Education and MBA Research and Curriculum Center’s efforts to strengthen core business skills
* Discuss coalition activities

The coalition meeting was attended by 11executives representing seven different organizations, including:

* International Association of Administrative Professionals (IAAP)
* International Institute of Business Analysis, Louisville Chapter (IIBA)
* Junior League of Louisville
* Kentucky Society of Certified Public Accountants (KyCPA)
* Louisville Society for Human Resource Management
* Women Influencing Louisville (WIL)
* American Advertising Federation (AAF)

MBA Research and the Kentucky Department of Education will continue to work with coalition participants to further engage them in efforts to strengthen the teaching of core business skills in Kentucky and to aid with business engagement.

# Recommendations

After review and analysis of information and data gathered from panel members, MBA Research and Curriculum developed the following recommendations to help guide the Kentucky Department of Education in their continued efforts to support Career Technical Education in the Business Management Administration area.

1. Provide and sponsor opportunities for, and encourage teachers to develop long-term partnerships with the business community so that they and their students can learn from real-life, authentic business-case scenarios. For instance, in a trusted partnership with a business, students and teachers could:

* Identify stakeholders
* Explore the use of technology and data security
* Get insights on the use of soft skills and collaborative techniques in the workplace
* Examine ethical dilemmas and get real feedback on potential solutions
* Broaden their understanding of the complexities of customer relationships
* Develop insight into how businesses respond to governmental regulations
* Gain a realistic understanding of expectations in the workplace
* Acquire an understanding of what drives their partner’s customer service

While these relationships would ideally be long-term for teachers, they can capitalize on them to foster shorter-term, mentoring relationships for students.

1. Provide professional development for teachers focused on the application of 21st Century Skills—especially those involving collaboration and communication. During professional development, identify ways that teachers can increase those skills through their instructional strategies, career-tech student organization activities and work-based learning. Help teachers identify how to fold an emphasis on 21st Century Skills into every aspect of teaching.
2. Provide teachers with professional development in the area of technology applications, tools, innovations, and data security. The opportunities should help teachers understand the complexities businesses are facing in this area and give them a solid foundation for continuing their learning independently since change is rapidly occurring. This professional development opportunity should help teachers understand the different ways that technology is merging with all areas of business. It isn’t enough now for employers to rely on the IT department for help or innovative solutions to technical issues. All employees should have a general understanding of the technical side of business. In addition, the state department of education or school districts should supply the resources that teachers need to help them remain current with technology developments and innovation.
3. Help teachers identify companies in their area with a global presence. Partner with teachers to establish relationships with these businesses so that teachers can learn first-hand about global aspects of business as they emphasize the importance of this in their classroom.
4. Work with MBA Research to develop continued relationships with members of the April 12th Futuring Panel and Coalition for Education. Some of the participants may be interested in being connected with teachers in their area as possible classroom speakers, subject matter experts, or mentors.
5. Identify and prepare case studies of successful and/or famous Kentucky entrepreneurs for teachers to use on a statewide basis. Developing state pride and providing examples of how individuals who were once students themselves have been successful are important parts of helping others attain an entrepreneurial spirit. The Kentucky Entrepreneur Hall of Fame website is a great place to examine profiles of entrepreneurs in the Commonwealth <http://www.entrepreneurhof.com/>.
6. Arrange to provide teachers with resources and support to gain access to technology in their classrooms ensuring that both teachers and students have the opportunity to enhance their skills in this area. Teachers can develop technology portfolios as they implement various tools and programs in the classroom.
7. Provide opportunities for teachers to learn about teams, collaborative working environments, and project management for implementation into their own classrooms. This would include developing an understanding of conflicts arising due to generational and cultural differences in the workplace, strengths and weaknesses of teams, team dissention, and project direction. Like 21st Century Skills, teamwork and collaboration should become part of the fabric of the classroom since future success for students in the workplace will hinge on these skills.
8. Provide training to teachers that will enrich their understanding of corporate ethics. Work with teachers to address ways to tie education on ethical attributes and problem solving to ethical dilemmas in the classroom curriculum. Help teachers identify ways to make connections for students that illustrate how ethics in the classroom can mirror ethics in the workplace. For instance: Accountability to peers on a group project in the classroom would be similar to the types of accountability called for when working as a team in the workplace.
9. Offer teachers opportunities to hear firsthand what customers want from businesses and to learn about the ways businesses are streamlining services for customers, especially from a technology standpoint. Offering teachers professional development in the customer- service area or exposure to customer feedback panels can help them understand the complexities behind customer satisfaction.
10. Provide professional-development activities for teachers to understand key concepts behind Big Data including how information is gathered, processed, analyzed, disseminated, and used for decision-making purposes in companies. It will be helpful for teachers to be able to make the connections between how Big Data is used in education versus business scenarios.
11. Sponsor activities at the state level that provide teachers with opportunities to discuss regulatory requirements for businesses with their state representatives. Teachers should be encouraged to develop relationships with their local legislators as one way of better understanding the reasoning behind regulatory requirements and the process by which those requirements are vetted, developed, and enacted into law. Teachers should also be encouraged to discuss regulations with their business partners so that they get a wide range of perspectives.
12. Provide teachers with opportunities to learn about recommended or required certifications/credentials in Business Management and Administration at the cluster and pathway levels. Encourage teachers to provide information and resources to students to pursue appropriate certifications/credentials during their secondary education process and beyond. The Kentucky Department of Education might want to further streamline the information gathered in the credentialing section of this report to identify the most pertinent panel recommendations for certifications/credentials.

# Appendix A—Trends Identified by Kentucky Panelists

Panelists were given six broad categories of trends and asked to identify specific trends tied to those categories that are impacting the skillsets needed by employees. The categories were: **technological, cultural, environmental, global/political, regulatory/legal, and ethical/governance.** Each member of the group identified as many specific trends as they could in each category. Following that, the top five trends for each category were determined. The top five trends determined by the panelists for each category are:

## Top Five Trends by Category

**Technological**

Data security, management and manipulation of data, increased need for more technical skills at all levels of employment, virtual access to information systems, use of mobile devices and social media for communication

**Cultural**

Expanding multicultural work environment; increased sense of entitlement regarding pay, benefits, and organizational role; increased need for a global mindset; increased need to be able to function in a less structured, more self-directed environment; need for improved etiquette for online and face-to-face communication

**Environmental**

Demand for green energy, conservation, environmental safety, workplace safety, environmental innovation

**Global/Political**

Cultural and social differences on a global level, increased political and regulatory global differences, increased international trade issues, global political instability and its impact on business, global supply-chain management

**Regulatory/Legal**

Changing/evolving employee rights and responsibilities; changing/evolving corporate rights and responsibilities to employees; increasing complexity of government regulations and oversight; increasing complexity of varied regulations on local, state, national and international levels; need for guidelines and direction around social media use

**Ethical/Governance**

Increased violations of intellectual property rights, increased need for developing leadership skills/ethics and accountability, increased need for appropriate training on performance management, wage inequalities, increased demand for transparency in business

## Complete Trend Listing

This section is devoted to a comprehensive view of the top trends as well as many others identified by our experienced business executives. MBA Research expanded and clarified trends where necessary and added comments to highlight how these trends are impacting business and needed skillsets today.

**Technological:** The direct and indirect impact of technology on any aspect of business from strategy, to operations, to tactics

* + 1. **Data security**

Data security concerns ranged from protection of company data, including intellectual property, to protection of personnel information, especially from a global perspective as privacy laws vary from country to country. Cybersecurity was recognized by panel members as an issue of growing importance in any business.

* + 1. **Management and manipulation of data**

The growing amount of data and how to manage it was the focus of this trend. Individuals noted the following issues as key drivers for this trend:

* Need for timely access to data
* Potential information overload
* Inadequate back-up systems
* Increased need for integration of delivery systems
* Increased need for multi-location synchronization
* Analytics and Big Data management
* Increased need for knowledge management
  + 1. **Increased need for more sophisticated technical skills at all levels of employment**

Panelists identified the need for more people in the work force with the following skill sets:

* Coding
* Maintenance of increasingly complex infrastructures
* Integration of online and offline platforms
* Completion of comprehensive business transitions from offline to online
* Application of technology to all aspects of a business including sales, marketing, and operations
* Communication of technological concepts to non-technical staff

Additional sub-trends listed in the skills-development area included:

* Increased use of in-home robotics
* Increased use of Google Apps
* Increased use of Software as a Service (SAAS)
* Increased need for training on complex systems
  + 1. **Virtual access to information systems**

This trend focused on the need for users to have on-demand access to their desktops from anywhere, on any device, at any time of their choosing. In an increasingly mobile and global environment, virtual access is an important part of maintaining (and sometimes increasing) employee productivity.

* + 1. **Use of mobile devices and social media for communication**

This trend focused heavily on two areas: The use of mobile devices for everyday business communications and the use of social media (e.g., Facebook and Twitter) for mass communication. Both platforms bring convenience and risk to the table. Email and texting etiquette, brand damage, missed intent of messages, and irresponsible social-media uses were listed as concerns by panelists.

**Additional trends identified in the technology area:**

* Increasing use of the Cloud
* Evolving need for responsive and simple user interface designs for increasingly complex systems
* Increasing use of virtual communication including Skype, online meeting platforms, online learning and training, and virtual customer interface platforms. While recognizing the benefits of these tools, the panelists also expressed concern about the decreasing face-to-face contact in almost every aspect of business.

**Cultural:** The major elements of culture including material culture, language, aesthetics, education, religion, attitudes, values, and social organization

1. **Expanding multicultural work environment**

Panelists cited growing multiculturalism in the workplace as one of the top trends. Diversity is increasing, as well as the need to ensure increased diversity as a reflection of the real world. Executives cited a number of trends with cultural themes such as:

* A growing LGBTQ community
* An increasing need for an emphasis on policies that promote inclusion in the workplace
* A growing need for multi-lingual employees
* An increasing need for language-learning services in the workplace
* Increasing communication challenges based on language and other cultural differences
* Increasing religious differences in the workplace and some resulting polarization

1. **Increased sense of entitlement regarding pay, benefits, and organizational role**

Panelists indicated that employees’ expectations about compensation are increasing. They indicated that some younger employees have expectations in this area that go beyond the experience they bring to the table. Panelists also noted the same sense of entitlement in relation to job advancement.

1. **Increased need for a global mindset**

Globalization is one of the most important issues facing companies today. To compete for business on a global level, companies and employees need to recognize the local and national cultures of the people who live and work in the places they do business. Panelists saw this outlook as increasingly important and necessary in today’s business environment. Having a global mindset can include:

* Passion for diversity
* Intercultural empathy
* Ability to be diplomatic
* Understanding emerging markets
* Ability to build trusting relationships that include a respect for others’ cultural differences.

1. **Increased need to be able to function in a less structured, more self-directed environment**

Panelists recognized the shift towards a less structured work environment. Many employees need 24/7 access to their work from any location that has Internet access. As offices become global, virtual, and free from 9-5 restrictions, employees need to enter the workforce with the type of mindset that allows them to fully function in this less restrictive environment.

1. **Need for improved etiquette for online and face-to-face communication**

Panelists identified a need for better quality communication for both online and face-to-face formats. They recognized that as communication has gotten less formal, proper social skills are lacking in meetings, one-on-one communications, and business networking formats. Panelists indicated that this informality and resulting absence of etiquette can also be interpreted as a lack of respect for authority, feeding generational tensions in the workplace.

**Additional trends identified in the cultural area:**

* Increased need for work/life balance and employee-friendly workspaces
* Access to education including the need to prepare students to have more than one career, an emphasis on career technical education, and the affordability of post-secondary education options
* Increased social media utilization to fulfill multiple communication needs
* Growing generational differences in the workplace which are highlighted by differences and approaches in the use of technology and communication, different expectations of company loyalty, and varying outlooks on work/life balance

**Environmental:** Any forces that impact how businesses interact with the environment and use their natural resources (e.g., fresh water, air, living organisms, metal ores, oil, most forms of energy)

1. **Demand for green energy**

Panelists identified the demand for green energy as a growing concern as consumers look to businesses to be mindful of sustainability in the face of dwindling natural resources. Components of this trend were:

* Need for more green energy financing
* Need for increased awareness of responsible use of natural resources
* Need for more energy efficient workplaces
* Increased concern for the balance of economic development and environmental health
* Increased need for a sustainable (electric) transportation, availability of solar and cogeneration power, and smart metering

1. **Conservation**

Panelists identified conservation as an area that is having a significant impact on business operations. They indicated that companies are working to:

* Decrease their carbon footprint (including reducing the use of coal)
* Understand the nature of conservation
* Conduct business recycling
* Emphasize conservation as a company value with responsibility at all levels of the hierarchy
* Evaluate the use of and need for equipment and supplies
* Evaluate the use of wood products
* Evaluate the costs of printed material
* Research and develop new products that take environmental sustainability into consideration
* Increase attention to natural weather patterns’ effect on production/supply chains
* Build Leadership in Energy and Environmental Design (LEED) certified facilities.

1. **Environmental safety**

Executives noted that companies are prioritizing the need to operate in a way that is safe for the environment. One example noted was an increase in management practices at horse farms that seek to reduce their potentially negative impact on the environment. These practices can include developing riparian buffer zones, limiting horse access to streams and riparian areas, and building portable shade structures to lessen soil compaction or mud creation where horses congregate. Other trends noted in this area were:

* Use of environmentally friendly cleaning agents
* Increased awareness and mitigation of chemical “run-off” that infiltrates water sources
* Closer monitoring of air quality both inside and outside building structures

1. **Workplace safety**

Panelists noted increased attention to workplace safety, especially in manufacturing environments. They cited companies’ efforts to modernize and make their facilities safer for employees. They also indicated increased concerns about disease control and health issues in the workplace.

1. **Environmental innovation**

Panel participants are seeing, and looking for, increased innovation when it comes to environmental impact such as:

* Seeking and using more renewable energy
* Using alternative and environmentally friendly construction materials
* Responding to consumer demands for sustainable products
* Using sustainable design principles

**Global/Political:** The impact of a political ideology (e.g., capitalism, socialism, communism) nationalism, stability, and international relations on business

1. **Cultural and social differences on a global level**

Panelists identified cultural and social differences as having an impact on the global business climate. One of the biggest trends noted was the increase in social awareness on an international level due to global business efforts. Participants also noted potential clashes in business based on rules/customs/laws in other countries.

1. **Increased political and regulatory global differences**

Panel members noted increased polarization in the business world based on political views both at home and abroad. They indicated seeing an increase in personal attacks based on political stances which have the ability to impede workplace productivity and business transactions. Panelists also noted the blurred lines between politics in religion as having the potential to affect business growth and everyday operations.

Regulatory differences on a global level are difficult to manage. Panelists indicated that navigating regulatory requirements is becoming increasingly difficult as business becomes more international. Several panel members cited horse racing as an example. While Dubai is a world center for horse racing, wagering on a horse race there is strictly prohibited. However, spectators can place bets over the Internet to sites originating in other countries.

1. **Increased international trade issues**

As global business efforts increase, panelists also noted more discussion of protectionism and the limiting of international trade. They cited the impact that trade embargos have on business with increasing regularity.

1. **Political instability on a global level and its impact on business**

Members of the panel cited an increase in uncontrollable terrorist activity as a huge concern contributing to this trend. They also noted differences in political ideology, and increased polarization contributing to the instability. Uncertainties in these areas affect business relationships and opportunities in other countries especially.

1. **Global supply-chain management**

Increased manufacturing in “low-cost countries,” increased global economic dependence, increased information sharing, increased global resource utilization, increased international competition, increased political instability, and increased occurrence of natural disasters were all trends identified by panelists as affecting management of global supply chains.

**Additional trends identified in the Global/Political area:**

* A need for better Internet connectivity in rural areas and for those living in extreme poverty
* Increasing capitalist and socialist ideologies
* Increasing barriers to doing business in communist societies
* Increasing numbers of special-interest lobbying groups
* Increasing instability of financing options

**Regulatory/Legal:** The full breadth of laws, rules, and regulations that businesses are subjected to by governing bodies whether through civil or common code, domestic or international law, or government entities, agencies, or jurisdictions

1. **Changing/evolving employee rights and responsibilities**

Panelists acknowledged that as businesses change and grow rapidly, so do employee rights and expectations. Sexual harassment, conflicting regulatory laws about the definition of disability, change management, issues related to exempt vs. non-exempt status, understanding employee benefits, and the protection of employee information were all issues mentioned in conjunction with this trend.

1. **Changing/evolving corporate rights and responsibilities to employees**

Corporate climates are changing rapidly. Panelists noted the following issues as significant in this area:

* Understanding organizational governance processes
* The potential impact of legalizing marijuana
* Changing privacy protection laws
* Changing healthcare mandates, laws and resulting coverage
* Adherence to the Family Medical Leave Act (FMLA)
* Understanding and adhering to company values, beliefs, and mission statements including how religious views can impact employee benefits in some corporations

1. **Increasing complexity of government regulations and oversight**

Government regulations and oversight are increasing for businesses of all types and sizes. Along with the increasingly complex regulations, the panelists cited financial burdens resulting from compliance efforts as a hardship for many businesses. Other themes in this area were:

* Compliance with the Consumer Financial Protection Act
* Increased number of watch dog groups
* Increased complexity of tax laws
* Increased number of lawsuits
* Increased regulations impacting technology
* Increased regulations affecting service to customers
* Increased time and complexities about legal processes

1. **Increasing complexity of varied regulations on local, state, national and international levels**

While government regulations are already increasingly complicated, panelists felt that varying regulations on local, state, national, and international levels added another layer of complexity which separates this trend from the previous trend. Executives felt that the expanding geographical range of businesses today makes understanding varying regulatory environments especially challenging. Often, there are cultural and social differences that influence regulations. These differences can affect the interpretation and enforcement of the regulation.

1. **Need for guidelines and direction about social-media use**

Panelists see a need for businesses to address social-media use in an increasingly formal way. The impact of social media can be far reaching and can damage a company’s brand quickly and permanently. Panelists also noted the increase in “gotcha” moments that often occur based on employee misuse of personal or company-based social-media websites.

**Ethical/Governance:** Factors that impact the principles and standards that govern business decision-making and business oversight. Governance refers to all processes and decisions that seek to define actions, grant power, and verify performance.

1. **Violations of intellectual property rights**

Panelists identified intellectual property rights violations as a rapidly growing trend. The continued growth of Internet usage and increased data breaches has fueled these violations. Executives also cited a decrease in ethics in journalism and an influx of other writers and bloggers posting on the Internet as adding to the problem. Many writers and bloggers today are not familiar with laws and regulations addressing intellectual property, so they inappropriately share or copy information.

1. **Increased need to develop leadership skills/ethics and accountability**

Panelists indicated large gaps in business today in leadership skills and ethics. Among the trends noted in this area were needs for:

* More education and training in leadership development
* Stronger commitment by employees and company executives to adhere to company mission statements
* Better understanding of business hierarchies and decision-making processes
* Better understanding of ethical leadership traits
* More character and trust training

Executives noted an increase in the following behaviors:

* Falsification of résumés
* Violations of “handshake deals”
* Declining management skills
* Increased insider training
* Shifting definitions of what is ethical in the workplace

Leaders thought it would be helpful for individuals to be exposed to more business case studies dealing with personal integrity in the corporate world.

1. **Increased need for appropriate training on performance management**

A lack of understanding, training, and emphasis on employee evaluation techniques was an area of concern for the panel members. They also cited the lack of initiative to give and receive informal feedback as a trend in this area.

1. **Wage inequalities**

Issues cited by panelists pertaining to growing wage inequalities were:

* Continued demand for an increase in minimum wage
* Continued gaps in wages based on gender
* Need for education on personal finances
* Rising discontent with increasing gaps between the salaries of CEOs and that of other employees

1. **Increased demand for transparency in business**

Stakeholder demand for transparency in all types of businesses continues to grow. Contributing to this trend are:

* Millennial’s pushing for transparency about environmental protection and collaborative models of doing business
* Employees’ lack of general knowledge in the workforce pertaining to business performance measures
* Employees’ lack of understanding of the full impact of unethical behavior
* Company’s increased emphasis on short-term demands and decreased focus on long-term planning

# Appendix B—Ethical Leadership Traits and Observations

Panel participants discussed ethical leadership traits in their pathway groups and as a large group. The executives felt the following traits, characteristics, and approaches were necessary to be an ethical leader:

* Honesty
* Integrity
* Respectfulness
* Trustworthiness
* Ability to lead and treat others with dignity
* Doing the right thing even when no one is watching
* Transparency
* Willingness to accept responsibility
* Willingness to apologize
* Leading by example
* Using power appropriately
* Empathy
* Humbleness
* Utilizing self-reflection for personal and professional improvement
* Adaptability
* Negotiating with honesty

**Ethical Leadership Observations**

Panelists also shared examples of complexities in the workplace pertaining to ethics.

* Ethical leadership impacts the longevity of a person’s/business’s success.
* Employees need to understand what their company represents from an ethical standpoint.
* Ethical matches are especially difficult when merging companies have different mindsets, and definitions of ethical behavior often collide.
* The importance of corporate values needs to be determined and prioritized with employees and executives.
* Ethical policies and codes of conduct should be absolute and unchanging. Employees should sign agreements which include codes of conduct and should review them on an annual basis.

# Appendix C—Required and Recommended Certifications and Credentials

Panelists were asked what certifications and credentials were required or valued in their fields. The results are categorized by pathway in the following table.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Administrative Services** | | | | |
| **Credential/Certification Name** | **Value** | **Nature of Company Support** | **Stage of Employment** | |
| Microsoft Office - Excel most valued | Highly valued |  | 1 | |
| SHRM – Society for Human Resource Management | Highly valued |  | Entry level and advanced levels (two levels) | |
| Six Sigma |  |  |  | |
| CPA |  |  |  | |
| Certified trainers |  |  |  | |
| H&R Block certification – tax based certification |  |  | Entry level for students interested in accounting | |
| QuickBooks certification |  |  | Entry level for students interested in accounting | |
| Business Information Management | | | | |
| **Credential/Certification Name** | **Value** | **Nature of Company Support** | **Stage of Employment** | |
| Microsoft Suite | Specific to software |  |  | |
| Adobe Suite | Specific to software |  |  | |
| Google Analytics |  |  |  | |
| Auto Desk | Too easy to obtain? |  |  | |
| Marketing Certification (AMA) |  |  |  | |
| IABA  IABA  IABA  PMP  PNBA  CSM (Scrum Master) | Open doors (no guarantee of job) | UPS-In some cases; also have internal exams | 3 years of experience + test  7 years of experience + test  Expert Level | |
| CISCO | Knowledge based; not experience based |  |  | |
| **General Management** | | | |
| **Credential/Certification Name** | **Value** | **Nature of Company Support** | **Stage of Employment** | |
| MOS – Microsoft Office Specialist |  |  | Entry-level positions | |
| Bachelor’s Degree in Management | Essential |  |  | |
| Master’s in (specific area) | Will trump MBA |  |  | |
| Overall consensus: There really isn’t anything outside of a BA/BS and MBA.  Internships are very important…align with the business world and a specific business…get the experience in business. |  |  |  | |
| LEAD Certification (Lead based paint | Required | Yes | Within 1-2 years of employment | |
| Project Management Professional (PMP) | Desired | Yes, Company will pay upfront after a year of employment. | No defined timeframe | |
| Bachelor’s degree, Business Administration, Computer Science |  |  | Before employment | |
| Any certification | Sets you apart from others |  |  | |
| Microsoft Certified Software Engineers | May substitute for bachelor’s degree |  | May substitute for bachelor’s degree | |
| CAPS, CGR, CGP Certified Green Professional |  |  | No defined timeframe | |
| Proficiencies in software programs such as Adobe, Photoshop, Microsoft, InDesign, Web design |  | Certification may not be required |  | |
| **Human Resource Management** | | | | |
| **Credential/Certification Name** | **Value** | **Nature of Company Support** | **Stage of Employment** | |
| Project Management Certification | Project Management Certification | Full pay from Lexmark, uses an outside vendor to conduct project-management classes. | Entry level | |
| Microsoft Office Certification | Microsoft Office Certification | Skillsoft is used on company LMS, and employees worldwide have access 24/7. | All employees have a career development plan (CDP) and can access tuition reimbursement funds for anything that can be tied into CDP. | |
| **Operations Management** | | | | |
| **Credential/Certification Name** | **Value** | **Nature of Company Support** | **Stage of Employment** | |
| Six Sigma | Nice to have but not required – résumé builder |  |  | |
| Apex | Nice to have but not required – résumé builder |  |  | |
| CPM | Nice to have but not required – résumé builder |  |  | |
| CFA | After college and experience |  |  | |
| CTFA | After college and experience |  |  | |

# 

# Appendix D—Core/General Business Skills Shared By Business Management and Administration

## Summary of Panel Recommendations for Business Core

Many of the panelists’ recommendations for changes to the Business Administration core mirrored trends identified by the group earlier in the day. As trends gain momentum, so does the need for accompanying skillsets and knowledge. Some of the group’s recommendations include:

* Increased understanding and adherence to ethical guidelines and expectations in the workforce including personal accountability, understanding and adhering to company rules, and ethics in leadership roles.
* Increased need for competencies in technology and data management was a theme that moved across several different skill areas including:
  + The need to understand and utilize technology as it relates to marketing and operations
  + Management of the use of mobile devices
  + Accommodation of virtual workforces
  + Utilization of workflow management programs
  + The need to understand and ability to make decisions based on utilizing scorecards, business performance indicators, and dashboards
* There was a theme of personal responsibility woven into recommendations in several areas such as:
  + Understanding personal accountability as it relates to contractual obligations
  + Understanding how employees personal social-media tracks can affect business
  + Evaluating one’s own personal brand in relation to business affiliations
  + Developing personal financial stability as a foundation for fiscal responsibility in the workplace
* Global issues were emphasized by the participants. They had recommendations dealing with strengthening workers’ understanding of regulatory requirements on an international level, relating to customers and colleagues with varied cultural backgrounds, and building/maintaining authentic relationships with stakeholders across the globe.

**Detail: Core/General Business Skills Recommendations**

Panel participants were asked to provide feedback on the current Business Administration core standards and the Business Management Administration cluster standards. The following tables detail panel recommendations for additions (noted in red) and deletions (struck-through) to both the core and the cluster skillsets.

|  |  |
| --- | --- |
| **Skill Area** | **Brief Description** |
| **Business Law** | Understand: sources of law in the U.S., intellectual property protection methods, basic business torts and legal issues affecting business, nature of internal and foreign law, impact of legal systems on settling international business disputes, ~~basic business torts~~, nature of contracts, nature of legal procedure, debtor-creditor relationships, human resource laws and regulations, workplace regulations (ADA, OSHA, etc.), ~~forms~~ structures of business ownership, commerce laws and regulation (import/export, trade, anti-trust, customs), nature of tax regulations on business, strategies for legal/government compliance, types of contracts, contract language, performance requirements in contracts, risk and responsibility, regional variations versus federal law, personal legal obligations when signing a company contract, tax regulations |
| **Communication Skills** | Understand: Impact of a person’s social media brand on organizations, use of social media for business vs. personal purposes  Skilled in: reading to apply information to a task; using active listening skills; following and giving oral directions; asking relevant questions; interpreting nonverbal cues; ~~providing legitimate responses to inquiries,~~ using communication styles appropriate to audience; defending ideas objectively; participating in group discussions; making oral presentations; using note-taking strategies; writing professional correspondence, reports, and proposals; using data visualization techniques; ~~using appropriate workplace communication channels~~; participating in problem-solving groups; conducting meetings; synthesizing information, basic project-management skills, proper business etiquette both written and verbal, communicating with people who speak other languages, ability to influence others, communicating need for change, understanding elements of sales processes |
| **Customer Relations** | Understand: Company’s brand promise, nature of customer relationship management, ethics in customer relations, the use of technology in customer relationship management  Skilled in: Foster positive relationships with customers, adapt communication to cultural and social differences of clients, build and maintain customer relationships, resolve conflicts with/for customers, reinforce company’s image, allowing customer feedback, conflict de-escalation, creating authentic partnerships with customers, use of omni-channel marketing and sales communications, resolving customer conflicts |
| **Discussion Points** | Should brand promise be brand image instead? Need to make sure that customers understand they are not always right. |
| **Economics** | Understand: Basic economic concepts (resources, supply/demand, prices, scarcity, opportunity cost), role of business in society, types of business activities and business models, factors affecting business environment, ways businesses adapt to today’s markets and society, types of economic systems, profit, risk, competition, impact of government on business activities, the role of productivity, economic indicators (inflation, GDP, unemployment, interest rates), nature of business cycles, impact of global trade/globalization, market-entry strategies for international business, how to apply supply and demand in the digital age, how to identify personal economic indicators, different business cycles in different economic markets, difference between macro and micro economic issues |
| **Emotional Intelligence** | Understand: Understand nature of: leadership, office politics, stress management, leadership versus management, one’s own disposition, strengths, and weaknesses  Skilled in: Developing self-awareness, assess personal strengths/weaknesses, develop personality traits needed for career advancement, apply ethical characteristics, exhibit techniques to manage emotional reactions to people and situations, identify with others, respect others’ privacy, exhibit cultural sensitivity, leverage personality types, adapt management style to others’ personality types, solicit feedback, “sell” ideas to others, demonstrate negotiation skills, offer constructive criticism, use conflict-resolution skills, participate as a team member, using consensus-building skills, motivate team members, demonstrate adaptability, coaching others, ability to accept failure, knowing when to take risk, assembling teams, business practices vs. the “right” thing to do, maintain professional image |
| **Entrepreneurship** | Understand: Nature of: entrepreneurship, ethics, need for continuation planning, the availability of resources (e.g., U.S. Small Business Administration, SCORE), basic business plans, methods of financing, organizational life cycles, role of self-motivation, role of marketing  Skilled in: Determining opportunities, determining idea feasibility, developing new-business concept, determining needed resources, starting the new business, developing exit strategies, assessing value of opportunities |
| **Discussion Points** | Need to understand a broad cross-section of all disciplines for entrepreneurship. |
| **Financial Analysis** | Understand: Money, time value of money, insurance, accounting, finance, ethics and legal considerations in accounting and finance, ~~sources of financial assistance~~ methods of financing, cash flow, income statements, balance sheets. cost/benefit analysis, the use of money as a tool, forecasting, predatory lending, what is required to get a loan, global currency, exchange rates  Skilled in: Using personal financial literacy skills, using credit, developing and maintaining budgets, calculating financial ratios, interpreting financial statements, obtaining financial capital, forecasting, and planning with budgets |
| **Human Resource Management** | Understand: ~~Nature of~~ human resource management, ethics in human-resource management, nature of technology used in human-resource management, societal trends and demographics  Skilled in: Delegating, manage cross-functional teams, staff a business unit, maintain employee records, orienting new employees, recognize/reward employees, train staff, assess employee performance, resolve staff issues, understand the nature of remedial action, ~~dismiss/fire employee~~ employee termination, surveying staff, managing virtual workforce, benefits management, working for a difficult supervisor, succession planning, learning management, e-learning, policy development, total rewards/benefits, goal setting for employees, leadership development |
| **Information Management** | Understand: Nature of information management, ethical and legal considerations in information management, principles of data analysis, nature of data mining, cyber-security,  Skilled in: Using information literacy skills, using information technology and basic computer applications (e.g., word processing, email, spreadsheets, databases, calendars, groupware), maintaining business records, acquiring information to guide decisions-making (trends, internal records, environmental scans, statistical findings, research findings), accessing information in a database system, demonstrating data-mining techniques, interpreting data-mining findings, developing tools to collect data, securing employee and client information , effective use of Google searches, Microsoft Office Suite |
| **Discussion Points** | Where are keyboarding skills taught? Employees are struggling with basic keyboarding skills. What does ‘using information literacy skills’ mean? Need more information on what it means to maintain records—is this around security? Or organization? |
| **Marketing** | Understand: Role of marketing, ~~nature of~~ marketing functions, factors influencing customer behavior, actions employees can take to achieve company’s desired results, connections between company actions and results, technology used in marketing, marketing plans, rebranding, market identification, cost benefit analysis, relationship between sales and marketing, customer behavior, how to sever ties with customers when appropriate, opportunity mining, analytics of marketing, search engine optimization, general knowledge of sales cycle, general brand development, traditional marketing vs. online marketing, channel marketing, strategic marketing planning, benchmarking, role of the Internet, test marketing research |
| **Operations** | Understand: Operation’s role and function, ethics in operations, ~~nature of~~ technology used in operations, ~~nature of~~ productions role and function, concept of supply chain, agile project management skills, Kanban charts, retirement planning, manufacturing, concept of workflow systems  Skilled in: Use basic project management skills, implement basic purchasing activities, implement quality-control processes, implement expense-control strategies, adhere to general health and safety regulations, implement safety and security procedures, protect data security, comply with property and equipment use policies, applying legal policies and procedures, streamlining, maximizing efficiencies, Six Sigma |
| **Discussion Points** | Innovation skills—how do you take your skills to the next level? |
| **Professional Development** | Understand: Balance personal and professional responsibilities, need for innovation skills, nature of employment opportunities, career-advancement activities, one’s own passions, how company can benefit by offering career advancement opportunities for employees, the importance of volunteerism in the local community, the importance of engaging in a professional organization  Skilled in: Setting personal goals, adhering to company protocols and rules of conduct, following chain of command, achieving organizational goals, establishing performance standards to meet organizational goals, making decisions, solving problems, using time-management skills, using career-planning skills, using job-seeking skills, networking, personal accountability, career management, interviewing skills |
| **Discussion Points** | What about the need to understand different careers? |
| **Strategic Management** | Understand: Management’s role and contribution; managerial ethics; nature of ~~balanced scorecards~~ risk management ~~speculative risk ;~~ key performance indicators; applying metrics to measure organizational success; Strengths, Weaknesses, Opportunities and Threats (SWOT); growth risk and management; execution of thoughts and ideas; change management; difference between strategy and tactics, product lifecycle  Skilled in: develop company mission, goals, and objectives; identify and benchmark key performance indicators, develop action plans, develop business plans, apply metrics to measure organizational success, analyze operating results in relation to budget/industry, identify potential business threats and opportunities, strategic management and structure |
| **Discussion Points** | Speculative risk is covered in risk management. |
| **Additional Category** | Community Impact and Outreach:  Understand: Volunteer efforts, collaboration, input into education outreach, impact on local community and environment, stewardship, charity, utilizing community relationships for publication services  Skilled in: Developing exit strategies, leaving a legacy, mentoring |

## Detail: Business Management and Administration Skills Recommendations

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| **Skill Area** | **Brief Description** |
| **Business Law** | Understand: Factors affecting settlement of legal matters, under the litigation process, understand arbitration/mediation, merger and acquisition contracts, contract writing, contract interpretation, contract performance, contract defaults, cures for contract defaults, torts, intellectual property, contractual and legal obligations to employees, compliance with the Americans with Disabilities Act, legally correct writing and communication, local municipalities’ laws and regulations, client contracts, legalities within one’s field, tax law, insurance requirements, |
| **Discussion Points** | This section seems too focused on going to court. |
| **Communication Skills** | Skilled in: Writing analytical reports and research reports, negotiation, advanced writing and presentation skills, conflict communication and resolution, use of presentation tools, corporate messaging, developing and delivering executive summaries and company-wide announcements, active listening, maintaining executive presence, respectfully disagreeing, communicating with confidence, gauging proper balance of information dissemination, managing freelance groups |
| **Emotional Intelligence** | Skilled in: Using ethics in staff supervision, crisis aversion skills, maintaining corporate relationships, playing to stakeholder’s strengths instead of weaknesses, expressing empathy, creating an inclusive environment, understanding how actions affect others, internal and external awareness, management of difficult employees, assessing organizational health |
| **Financial Analysis** | Understand: Techniques for improving financial performance, assessment of client profitability  Skilled in: Interpreting ~~cash-flow~~ financial statements, ~~monitoring~~  measuring business’s profitability, forecasting, projections |
| **Information Management** | Understanding: security and data safety issues, spreadsheet and database software, data management analysis, data structure, personal data management, process of transitioning from old to new technology  Skilled in: Using project-management software, adhere to data change best practices, utilizing customer Relationship Management software |
| **Discussion Points:** | Very few people are using Data Management Software—it’s too slow. |
| **Knowledge Management** | Understand: Nature of knowledge management, how technology facilitates knowledge management, legal and ethical considerations in knowledge management, techniques that can be used to capture and transfer knowledge in an organization, apply knowledge management processes, business continuity, intellectual capacity, succession plans, product knowledge, capture processes, document process changes  Skilled in: Wearing multiple hats, resourcefulness, techniques used to share knowledge |
| **Operations** | Understand: Legal considerations in operations, types of purchase orders and inventory, nature of business analysis, factors influencing business process design, cause of business process changes, impact of supply chain on business performance, impact of technology on supply chain, just-in-time performance, management, nature of supply chain networks, nature of global supply chain issues, nature of supply chain management  Skilled in: Complying with strategies to protect ~~customer~~ data and digital assets, organizing and prioritizing work, coordinating work with that of team members, monitoring and ensuring completion of delegated tasks, streamlining work processes, maintaining vendor/supplier relationships, negotiating terms with vendors, selecting vendors/suppliers, assessing total cost of vendor relationship, creating efficiencies |
| **Professional Development** | Understand: Employment opportunities in business management and administration, how to self-seek opportunities, performance management, personal leadership effectiveness, trade associations, coaching others on performance and career satisfaction, |
| **Discussion Points** | Important to assess necessary skills to make one’s company successful. |
| **Project Management** | Understand: Project management methodologies, return on investment, project vs. product cycle  Skilled in: Initiating projects, preparing work breakdown structures, executing and controlling projects, managing project team and schedule, closing projects, use of project management software, determining project completion, |
| **Discussion Points** | Need to understand other project management methods besides the waterfall method |
| **Quality Management** | Understand: Nature of quality management and its frameworks (e.g., Six Sigma, ITIL, CMMI), need for continuous improvement, managing teams, customer satisfaction levels, nature of efficiencies and the need for recognizing and defining, measurement of success  Skilled in: Proactive assessment, ability to execute quality management techniques, establishing quality indicators |
| **Discussion Points** | How do you measure success? National standards? Sales? Client |
| **Risk Management** | Understand: Ethics and legal considerations, use of technology in risk management, international considerations, identifying and assessing business risks, understanding liabilities, private vs. public company regulations  Skilled in: Risk mitigation, forecasting, quantifying risk, developing action steps, implementation of risk mitigation plans, |
| **Discussion Points** | Combine Risk Management with Project Management /Quality Management |
| **Strategic Management** | Understand: Nature of managerial planning, organizing, staffing, directing, and controlling factors influencing management; set departmental/company policies; show effects of departmental strategy on departmental goals/objectives; nature of change management and its lifecycle; relationship  among innovation, learning, and change; goal setting; performance evaluations; delegation of work or work assignments; promotion of corporate culture; staff development and guidance |

# Appendix E—Business Management and Administration Futuring Panel Participants

MBA Research began the recruitment process for panel members well in advance of the actual panel date.

* 450 business executives were invited to be a part of the panel
* 30 executives confirmed their intent to participate
* 6 of those confirmed canceled prior to the date
* 4 of those confirmed “no-showed” on the day of the panel
* 20 participated in the panel on April 12th

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| **Timothy Clark**  Chief Operating Officer  **New Covenent Trust Company**  Jeffersonville, Indiana | **Scott Kautzman**  Director of Administration  **Kentucky Humane Society**  Louisville, Kentucky |
| **Chad Clary**  Project Manager, Director of Building Information Technology  **Studio A. Architecture**  Louisville, Kentucky | **Mariah Kruse**  Chief Executive Officer  **Good Tidings Greeting Cards**  Lexington, Kentucky |
| **Carol Dahmke**  Office Manager and Human Resources Director  **Visually Impaired Preschool Services**  Louisville, Kentucky | **Rick Litrell**  Chief Management Officer/Chief Technical Officer  **Litrell Associates**  Georgetown, Kentucky |
| **Sheri Evans Depp**  Human Resources Director, Human Resources Business Partners, Diversity, Corporate Citizenship  **Lexmark**  Lexington, Kentucky | **Jimmy McKinney**  President  **J&R Construction Services, Inc.**  Lexington, Kentucky |
| **Tom Heetderks**  Vice President of Human Resources  **ResCare**  Louisville, Kentucky | **Wade Myers**  Chief Executive Officer  **LightSpeed PM**  Louisville, Kentucky |
| **Stephanie Hojan**  Vice President  Health Systems Informatics  Hustonville, Kentucky | **Jimmy Polk**  Vice President Global Production—Operations  **Stored Value Solutions**  Georgetown, Indiana |
| **Jack Howell**  Founding Partner/Senior Managing Partner  Finance, Operations, Sales  **ION Energy Solutions**  Louisville, Kentucky | **Elizabeth Scott**  Chief Executive Officer and Principal Consultant  **Raven New Media and Marketing**  Louisville, Kentucky |
| **Roy Scott**  President and Chief Executive Officer  **Gilford Johnson Flooring**  Jeffersonville, Indiana | **Marguerite Stearns**  Principal and Owner  **BaAgilist, LLC**  Systems Analyst  **United Parcel Service**  Louisville, Kentucky |
| **Susan Simmons**  Executive Vice President/Human Resources Director  **Central Bank and Trust**  Lexington, Kentucky | **Matt Tackett**  Executive Director  **Kentucky Gas Association**  Murray, Kentucky |
| **Adam Spradling**  Information Management and Design Advisory Board Member, Web Producer—Content Strategy, Digital Design, Video, Social Media Manager  **Bluegrass Community and Technical College**  **Bloodhorse Publications**  Nicholasville, Kentucky | **Diana Walters**  Administration Chief  **United States Marine Corps**  Magnolia, Kentucky |

# Appendix F—Business Coalition for Education Meeting Participants

* 42 business executives were invited to be a part of the coalition breakfast
* 11 executives from seven organizations attended the breakfast

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| **Vicki Blair**  Director, Accounting Careers and Education  **Kentucky Society of Certified Public Accountants (KyCPA)** | **Penny Gold**  Chief Executive Officer  **Kentucky Society of Certified Public Accountants (KyCPA)** |
| **Leigh Anne Burke-Schaad**  President  **Junior League of Louisville** | **Alice Schultz**  Kentucky Representative  **International Association of Administrative Professionals (IAAP)** |
| **Jill Burton**  Vice President  **Women Influencing Louisville** | **Marguerite Stearns**  President  **International Institute of Business Analysis (IIBA)** |
| **Gina Case**  Board Secretary  **Women Influencing Louisville** | **Meredith Wilkins**  Executive Committee, First Vice President  **American Advertising Federation (AAF), Louisville Chapter** |
| **Beth Davisson**  President  **Louisville Society for Human Resource Management (LSHRM)** | **Darlene Zibart**  Chief Financial Officer/Chief Operating Officer  **Kentucky Society of Certified Public Accountants (KyCPA)** |
| **Laura DeFazio**  President-Elect  **Louisville Society for Human Resource Management (LSHRM)** |  |