Title: Enhancing the employability of Science graduates: increasing the awareness of staff and students to the needs of the employers

Business Skills: Definitions

Higher order skills:

Project Management
- Possess the following skills and qualities:
  - Drive and determination
  - Technical credibility
  - Political and cultural sensitivity
  - Leadership and management skills
  - Ability to handle stress
  - Communication skills
- Delegating project goals and effectively managing a team in planning, implementing and completing a project
- Put into practice the concepts of cooperation and negotiation, based on contract provisions and the concept of fairness: taking authority as well as working in a team to achieve performance criteria, align people’s attitudes and develop a working level of professional trust and respect
- Able to facilitate and synthesise when dealing with multiple stakeholders: the organisation, client, functional managers and project team members
- Responsible for acquisition and conservation of adequate resources, as well as keeping the project on time, within budget and up to specifications
- Understand what is best for the project when issues are confronted and able to evaluate conflicts and their resolutions on different levels: technically (professional/personal development of team members), organizationally (business) and strategically (project)
- Team building: learning what motivates individuals to produce quality work and creating opportunities/incentives for team members to meet their needs, find areas of commonality and work for a common cause
- Understand change management: determining when important changes have occurred in a system or are likely to occur; seeing the opportunities and threats that accompany the change; and observing elements in a work group that might slow down the project
- Keep track of project schedules, tasks, to-do lists, project issues, risk, project resources, time and billing, support logs, status reporting, etc

Business Management
- Managing information: applying strategies to promote more efficient work practices
- Building trust in organizational relationships in order to maintain timely and consistent information and direction to the field
- Maintain a focus on the business interests and well-being of the organisation – this will enhance promotion opportunities and advance career prospects, thus benefiting yourself and the organisation
• Financial management: determining how money will be spent to get the work done and accounting for such expenditures; managing your cash flow and making sure that all expenses are pre-approved, receipts are kept and all revenue is documented and deposited in a timely manner
• Judgment and decision-making: weighing the relative costs and benefits of a potential action and deciding when potential outcomes are worth the risk
• Obtaining and seeing to the appropriate use of equipment, facilities, and materials to do the job
• Making decisions about how a business is run
• Risk management: analyzing exposure to risk and determining how to best handle such exposure
• Those systems needed to effectively manage actions resulting from the business intelligence gained. If Business Intelligence helps companies understand "what" makes the wheels of the corporation turn, Business Management helps "direct the wheels as the business landscape changes. To a large extent, these systems augment, extend, and eventually displace capabilities provide by business operations. Systems that exemplify business management include product management campaign management, inventory management resource management and customer information management. Source http://www.2computerguys.com/computers/terminology/terminologyA-E.htm
• Diversity management: focuses on managing the difference within a company’s workforce, capitalising on the benefits of diversity and minimising workplace challenges:
  o Improving the efficiency of HRM functions
  o Fostering superior decision-making, problem-solving, creativity, and innovation; key factors in the creation of knowledge companies
  o Developing cross-cultural capabilities that facilitate operations in culturally complex environments at home and abroad
  o Implementing new product/service developments and new sales/marketing strategies for diverse customer bases
Source http://www.diversityaustralia.gov.au/about/01.htm

Work Ethics
• Professional and ethical responsibility: knowing and practicing the professional ethics involved with one’s discipline
• Knowing how to make risk assessments and address health, safety and ethical issues
• Take into account legal, economic, social, political and environmental implications of scientific and technological development
• Abiding by and upholding the principles of conduct (behaviour) governing the organisation, but willing to back down if the decision is unpopular with the stakeholders or the majority of the organization
• Building trust: keeping confidences, acting in a consistent manner and treating everyone with basic human dignity and respect
• Conflict management: identify the conflict and effectively involving individuals or groups to reach mutually agreeable solutions; knowing when and if a higher authority should be consulted

Background skills:
Time Management
- Ability to manage time effectively
- Prioritisation: able to decide on the more important tasks and focus on completing these in order to maximise performance and results
- Analysing how you spend your time, knowing when you perform your best and using this time to your advantage, increasing your effectiveness by taking regular breaks and minimising routine distractions and stress
- Demonstrate ability to organise, delegate and schedule
- Managing one’s own time and the time of others: for example, using a planner to schedule obligations and following the planner to allocate your time and others

Goal Setting
- Able to set goals on a routine basis, know what you need to do to achieve these goals, and then move step-by-step towards the achievement of these goals
- By knowing precisely what you want to achieve, you know what you have to concentrate on to do it and what is merely a distraction
- Have long-term vision and short-term motivation: focus your acquisition of knowledge and organise your resources
- Able to set sharp, clear short-term goals, measure and take pride in your achievement of those goals - recognize your ability and competence in achieving the goals that you have set
- Gain an overall perspective from setting long-term goals in order to shape all other aspects of decision making and setting a series of smaller targets/lower-level plans culminating in daily tasks/achievements

Planning
- When given a task, is able to determine and document, the best approach and the time required to carry it out. Approaches the task in an organised and professional way and highlights revisions to the plan in a timely manner, based on the work already done and new factors. Ensures that the work is carried out in a way that conforms to the rules of the organisation. Delivers on time and works equally effectively on multiple tasks when necessary.
- Looking ahead and preparing in advance, anticipating problems, structuring tasks and setting deadlines. Taking a thorough approach, including attention to detail
- Able to prepare a plan that helps you to deal effectively with any problems or distractions that may occur, as well as perform in a positive and focused frame of mind, in achieving a goal or completing a task
- Develop a strategy, or alternative strategies, for a definite course of action or to accomplish an objective
- Develop approaches for implementing an idea; scheduling and coordinating

Budgeting
- Undertake the process of predicting and controlling the spending of money within the organisation, which consists of a periodic negotiation cycle to set budgets (usually annual) and the day-to-day monitoring of current budgets
- Understand the zero-base budgeting method used by a corporation or government, in which all expenditures must be justified each year, not just amounts in excess of the previous year
• Able to plan in advance and develop an itemized forecast of an individual's or company's income and expenditure expected for some period in the future
• In a project, predicting the time, effort and resources required to remain within anticipated costs
• Cash flow budgeting: summarise projected cash inflows and cash outflows for a business over a given time to answer such questions as – Is the project financially feasible? Will there be sufficient capital available at the specific times it will be needed? If not, how much capital will need to be borrowed and will the project generate enough cash to repay the loan?

**Grant application**
• A written request for financial assistance – essentially a project proposal that outlines and justifies the reason for the project. It may contain:
  o Project description – objectives, time frame/schedule and plan for carrying out objectives
  o Project budget period(s) and other budgetary information (costs), with supporting written justification sufficient to evaluate the costs of the proposed project
  o Biographies of project team members – backgrounds and experiences
  o Facilities and resources already available or required
  o Current and pending support
  o Supplementary documentation, such as collaborative arrangements or environmental impact assessments
  o Bibliography of literature
  o Proprietary information
• A compilation of objectives, policies, goals and agendas detailing the promotion of effective management of a project for award of financial assistance
• Planning on short and long-term scales and outlining specific approaches and implementation steps to achieve such plans. Use a planning approach such as: inventory and analysis of resources; link to other elements and goals of the organisation; address specific resources within the organisation; incorporate specific steps to achieve goals; implementation strategies and measures.