

Specialist Vocational Qualification in Leadership and Business Management



FINNISH NATIONAL
AGENCY FOR EDUCATION

Specialist Vocational Qualification in Leadership and Business Management

Vocational skills and competences required for completion of the qualification

Holders of the Specialist vocational qualification in Leadership and Business Management are able to work in a managerial position or as an internal auditor in a company or area of responsibility. The Specialist vocational qualification in Leadership and Business Management has two competence areas: Competence area in Leadership and Business Management and Competence area of Internal Audits.

Qualification holders who have completed the Competence area in Leadership and Business Management are able to manage, plan and develop the activities of the company or their area of responsibility. They know how to develop their activities and skills as managers or company owners. They know how to manage the personnel and finances of the company or area of responsibility and how to improve the profitability of the activities.

Qualification holders who have completed the Competence area in Leadership and Business Management also have the knowledge and skills of the special fields of their chosen units. The skills gained in the optional units may be related to the management of strategy work, project management, management of the development of the work community, personnel and skills management, customership management, financial management or management of production and service processes.

Qualification holders who have completed the Competence area of Internal Audits are able to carry out an internal audit assignment, plan an audit assignment, collect and analyse information, report the outputs of the audit and monitor the implementation of the recommendations.

Qualification holders who have completed the Competence area of Internal Audits also have the knowledge and skills of the special fields of their chosen units. The skills gained in the optional units may be related to leading internal audits, management of strategy work, project management, management of the development of the work community, personnel and skills management, customership management, financial management or management of production and service processes.

Range of occupations accessible to the holder of the certificate

Qualification holders who have completed the Competence area in Leadership and Business Management may work in managerial positions in a company or area of responsibility.

Qualification holders who have completed the Competence area of Internal Audits may implement an internal audit assignment, lead an internal audit or carry out tasks related to an internal audit.

Specialist Vocational Qualification in Leadership and Business Management

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Specialist vocational qualification in Leadership and Business Management (437141)

Competence area of Internal Audits (3131)

Competence area of Leadership and Business Management (3130)

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1. Composition of the qualification

The scope of the Specialist vocational qualification in Leadership and Business Management is 180 competence points. The qualification is composed of a compulsory unit (80 competence points) and optional units (100 competence points). Specialist vocational qualification in Leadership and Business Management has two competence areas which are:

- Competence area of Leadership and Business Management
- Competence area of Internal Audits

The compulsory unit of the Competence area of Leadership and Business Management is Working as a manager (80 competence points). In addition, students must complete optional units amounting to 100 competence points.

The compulsory unit in the Competence area of Internal Audits is Implementing an internal audit assignment (80 competence points). The candidates must also complete optional units amounting to 100 competence points.

COMPETENCE AREA OF LEADERSHIP AND BUSINESS MANAGEMENT 180 COMPETENCE POINT	
Compulsory unit 80 Competence point	
Working as a manager, 80 Competence point, C	
Optional units 100 Competence point	
Managing strategy work, 50 Competence point	
Project management, 50 Competence point	
Management of work community development, 50 Competence point	
Personnel and competence management, 50 Competence point	
Customer relationship management, 50 Competence point	
Financial management, 50 Competence point	
Management of production or service processes, 50 Competence point	
A module or modules from another further or specialist qualification 50 Competence point <i>One or more modules (at least 50 credits) from another further or specialist qualification can be included in the qualification.</i>	
COMPETENCE AREA OF INTERNAL AUDITS 180 COMPETENCE POINT	
Compulsory unit 80 Competence point	
Implementing an internal audit assignment, 80 Competence point, C	
Optional units 100 Competence point	
Managing an internal audit, 50 Competence point	
Managing strategy work, 50 Competence point	
Project management, 50 Competence point	
Management of work community development, 50 Competence point	
Personnel and competence management, 50 Competence point	
Customer relationship management, 50 Competence point	
Financial management, 50 Competence point	

Management of production or service processes, 50 Competence point

A module or modules from another further or specialist qualification | 50 Competence point

One or more modules (at least 50 credits) from another further or specialist qualification can be included in the qualification.

2. Units

2.1. Working as a manager, 80 Competence point (300398)

Competence requirements

Students know how to

- develop their activities and competence as managers or company owners
- identify the strategy of the company or their area of responsibility and the most important changes in the operating environment
- manage and develop the competence and wellbeing of the personnel in the company or in their area of responsibility
- plan and organise the operation and finances of the company or their area of responsibility
- monitor and evaluate how the objectives set for the company or their area of responsibility have been met and improve the profitability of the operation
- comply with legislation and ethical principles in their activities

Assessment

Students assess and develop their activities and competence as managers or company owners

Students	
Criteria for an acceptable performance	• identify the operating culture in the company or organisation and their role as a manager • evaluate their strengths and development needs as a manager from diverse viewpoints • gather and analyse feedback on their management skills • improve their management skills in a goal-oriented manner and take care of their own wellbeing at work • communicate using the second national language in usual interactive situations related to their tasks • manage communication situations related to their management task in one foreign language

Students identify the strategy of the company or their area of responsibility and any important changes in the operating environment

Students	
Criteria for an acceptable performance	• know the company's or organisation's strategy and are aware of its importance for the operation • evaluate the operating environment of their sector from diverse points of view • anticipate the impacts of trends and changes taking place in the sector • assess the company's opportunities for internationalisation or the development of their sector internationally • assess the position of the company or their organisation in its field of operation

Students manage and develop the personnel and occupational wellbeing in the company or their area of responsibility

Students	
Criteria for an acceptable performance	• manage the personnel of the company or their area of responsibility according to the strategic objectives • manage and develop in a goal-oriented manner the personnel of the company or their area of responsibility and the personnel's competence • create an encouraging and motivating work atmosphere • promote occupational wellbeing in the company or in their area of responsibility in a systematic manner in cooperation with the personnel and other actors

Students plan and organise the operation and finances of the company or their area of responsibility

Students	
Criteria for an acceptable performance	• assess the results and profitability of the previous operating period based on quantitative and qualitative indicators • draw up an operational plan for the company or area of responsibility for the following operating period in accordance with the organisation's strategy • draw up a budget for the following operating period according to the company's or the organisation's instructions • engage the key actors in the preparation of the operational plan and budget • present and justify the operational plan and budget to decision-makers or interest groups • allocate or obtain the resources required for the implementation of profitable operation • actively make use of digital management tools and systems

Students monitor and evaluate how the objectives set for the company or their area of responsibility have been met and improve the profitability of the operation

Students	
Criteria for an acceptable performance	• based on given indicators, actively monitor and evaluate how the objectives set for the activities have been met • assess the functioning and profitability of the processes in the company or in their area of responsibility • develop and maintain relationships with customers and networks to enable profitable operation • react and make decisions in a timely manner in changing circumstances

Students comply with legislation and ethical principles in their activities

Students	
Criteria for an acceptable performance	• observe the legislation concerning the operation of the company or their area of responsibility • draw up agreements according to the company's or organisation's instructions, using expert help as necessary • ensure that the operation is in compliance with the agreements • take responsibility for procurement according to the company's instructions, using expert help as necessary • comply with the labour legislation and the collective agreement in force and the organisation's regulations and instructions • follow the principles of ethics and sustainable development

Methods of demonstrating competence

Students demonstrate their competence in practical work tasks by managing and developing the personnel, operation and finances of the company or their area of responsibility.

To the extent that the competence required in the module cannot be assessed on the basis of the demonstration, the competence demonstration is to be supplemented in other ways on an individual basis.

2.2. Managing strategy work, 50 Competence point (300399)

Competence requirements

Students know how to

- define and assess the current state of the operating environment of the company or their area of responsibility
- plan a strategy for the company or plan the implementation of the strategy in their area of responsibility
- manage and implement the strategy in the company or their area of responsibility

Assessment

Students define and assess the current state of the operating environment of the company or their area of responsibility

Students	
Criteria for an acceptable performance	• using key figures and other information sources, define and assess the current state of the company or their area of responsibility • using different information sources, assess the development trends in the operating environment of the company or their area of responsibility • make conclusions on the current state and development trends in the operating environment of the company or their area of responsibility • using key figures and other information sources, define the current state of the company's customer relationships, processes, finances and expertise

Students plan a strategy for the company or plan the implementation of the strategy in their area of responsibility

Students	
Criteria for an acceptable performance	• plan and organise the strategy work with the key actors • draw up a strategy for the company or implement their organisation's strategy in their area of responsibility • formulate a mission for the company or find out and understand their organisation's mission • formulate a vision for the company or find out and understand the importance of their organisation's vision for their area of responsibility • draw up values for the company or manage and implement the organisation's values in their area of responsibility

	• use the key interest groups in the preparation of the strategy or in its implementation • actively communicate about the strategy work to the key actors • use expert help as necessary
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Students manage and implement the strategy in the company or in their area of responsibility

Students	
Criteria for an acceptable performance	• manage the implementation of the strategy in the company or in their area of responsibility • choose the main development areas for the following period of operation • draw up a timetable and the indicators according to the company's or organisation's instructions • assess and develop their own activities in leading the strategy process • support the implementation of the strategy in their own management communication • communicate information about the strategy to the key interest groups

Methods of demonstrating competence

Students demonstrate their competence in practical work tasks by leading the implementation of the strategy work in their company or area of responsibility. To the extent that the competence required in the module cannot be assessed on the basis of the demonstration, the competence demonstration is to be supplemented in other ways on an individual basis.

2.3. Project management, 50 Competence point (300400)

Competence requirements

Students know how to

- plan a project related to leadership
- implement a project related to leadership
- evaluate the realisation of the project

Assessment

Students plan a project related to leadership

Students	
Criteria for an acceptable performance	• choose a development project that is justified in terms of the company's or organisation's strategy and objectives • draw up a feasible project plan • draw up a cost estimate, a risk analysis and a communication plan for the project • gather together a project group and define its responsibilities, roles and tasks • choose a steering model for the project

Students implement a project related to leadership

Students	
Criteria for an acceptable performance	• organise and launch a development project • manage the implementation in accordance with the project plan and take corrective measures as necessary • manage the activities of the project group • ensure that communication is implemented in accordance with the communication plan

Students evaluate the realisation of the project

Students	
Criteria for an acceptable performance	• critically evaluate the plan for the development project and how the objectives have been met • define possible further development needs • ensure that the results of the project are used

Methods of demonstrating competence

Students demonstrate their competence in practical work tasks by planning and managing a project that supports the company or organisation in meeting its strategic objectives. To the extent that the competence required in the module cannot be assessed on the basis of the demonstration, the competence demonstration is to be supplemented in other ways on an individual basis.

2.4. Management of work community development, 50 Competence point (300401)

Competence requirements

Students know how to

- identify the operating culture and practices of the work community and the needs to reform them according to the organisation's policies
- plan and launch a process to develop the work community's operating practices
- manage, assess and monitor the development of the work community's operating practices

Assessment

Students identify the operating culture and practices of the work community and the needs to reform them according to the organisation's policies

Students	
Criteria for an acceptable performance	• monitor changes in the operating environment and assess their impacts on the work community • observe and examine the work community's operating culture and practices and their appropriateness • assess the needs for renewal in the work community and use expert help in the development, as necessary • launch the planning of the development process • communicate about the plan openly, actively and fairly

Students plan and launch a process to develop the work community's operating practices

Students	
Criteria for an acceptable performance	• plan a process to develop the operating practices in a strategy-oriented manner together with the key actors • create opportunities and forums for learning and development in the work community and improve work community skills • launch a process to develop the work community's operating practices together with the personnel • communicate about launching the development process openly, actively and fairly

Students manage, assess and monitor the development of the work community's operating practices

Students	
Criteria for an acceptable performance	• manage and organise a development process together with the key actors • ensure that sufficient resources are available for the implementation of the development process • promote an interactive, experimental working culture and engage the work community in the development • communicate information about the development process actively and fairly to the key actors • evaluate the learning and development process together with the personnel and evaluate their own role as leaders of the development process

Methods of demonstrating competence

Students demonstrate their competence in practical work tasks by planning and managing a development process related to the work community's operating culture and practices. To the extent that the competence required in the module cannot be assessed on the basis of the demonstration, the competence demonstration is to be supplemented in other ways on an individual basis.

2.5. Personnel and competence management, 50 Competence point (300402)

Competence requirements

Students know how to

- assess and plan the personnel structure and the need for personnel in the company or in their area of responsibility according to the strategy
- manage, develop and assess the expertise required in the company or in their area of responsibility
- manage the personnel in their area of responsibility according to the company's or organisation's strategic goals

Assessment

Students assess and plan the personnel structure and the need for personnel in the company or in their area of responsibility according to the strategy

Students	
Criteria for an acceptable performance	• assess the need for personnel in their area of responsibility in accordance with the objectives of the strategy • in the assessment and planning, use the information obtained through the key figures or indicators concerning the personnel and use expert services as necessary • assess and plan the recruitment needs in their area of responsibility

Students manage, assess and develop the competence required in the company or in their area of responsibility

Students	
Criteria for an acceptable performance	• assess the strategic competence needs in the company or in their area of responsibility • identify the personnel's competences and anticipate future competence needs • draw up a competence development plan for the personnel and manage its implementation • use the competence development methods for organisations diversely • support and encourage the personnel in competence development, renewal and learning something new • together with the personnel, create structures and operating models that support learning

Students manage the personnel in their area of responsibility according to the company's or organisation's strategic objectives

Students	
Criteria for an acceptable performance	• manage the personnel in their area of responsibility according to the objectives set out in the strategy • plan and organise the personnel's tasks efficiently and appropriately • use the rewarding practices agreed upon in the organisation • encourage the personnel to good work performances fairly and systematically • promote the personnel's wellbeing at work and support management of change • receive and give feedback in the manner that is suitable in the situation • as necessary, implement human resources management processes according to the organisation's practices • monitor compliance with labour legislation, collective agreements and the organisation's practices • monitor compliance with occupational safety regulations

Methods of demonstrating competence

Students demonstrate their competence by carrying out practical work tasks involving management, assessment and development of the personnel and the competences required in their area of responsibility in accordance with the strategy. To the extent that the competence

required in the module cannot be assessed on the basis of the demonstration, the competence demonstration is to be supplemented in other ways on an individual basis.

2.6. Customer relationship management, 50 Competence point (300403)

Competence requirements

Students know how to

- assess the current state of customer relationships of the company or in their area of responsibility and the need to develop them in accordance with the strategy
- draw up a plan for the development of customer relationships
- manage the development and acquisition of customer relationships

Assessment

Students evaluate the current state of customer relationships in the company or in their area of responsibility and the need to develop them in accordance with the strategy

Students	
Criteria for an acceptable performance	• determine the key customer relationships from the viewpoint of the strategy • use the key figures concerning customer relationships and sales as well as different market, customer, product or competitor analyses when assessing customer relationships • determine the key interest groups in terms of the development of customer relationships • evaluate the current state of customer relationships together with the personnel and the key interest groups • assess the need to develop customer relationships together with the personnel and the key interest groups • make conclusions concerning the development of customer relationships

Students draw up a plan to develop customer relationships

Students	
Criteria for an acceptable performance	• take into account the added value provided to the customer and define the customer promise when drawing up the plan • take into account the organisation's competitive advantage and success factors when drawing up the plan • engage the key interest groups in the implementation of the development plan

Students manage the development and acquisition of customer relationships

Students	
Criteria for an acceptable performance	• assess the ability of the company or their area of responsibility to develop customer relationships in accordance with the strategy • manage the development of customer relationships and the acquisition of new customers • authorise and allocate resources for the development of customer relationships

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| | <ul style="list-style-type: none"> • utilise customer feedback and data from monitoring to develop customer relationships |
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Methods of demonstrating competence

Students demonstrate their competence in practical work tasks by managing and developing the customer relationships of their company or area of responsibility. To the extent that the competence required in the module cannot be assessed on the basis of the demonstration, the competence demonstration is to be supplemented in other ways on an individual basis.

2.7. Financial management, 50 Competence point (300404)

Competence requirements

Students know how to

- assess the current financial situation in the company or area of responsibility and its development needs in accordance with the strategy
- plan the development of the financial situation in the company or area of development
- manage the development and monitoring of the financial situation in the company or area of responsibility

Assessment

Students assess the current financial situation in the company or area of responsibility and its development needs in accordance with the strategy

Students	
Criteria for an acceptable performance	• assess and interpret the current state of the company or area of responsibility using the main financial reports • assess the developments in the economic situation of the operating environment together with the key actors • make conclusions regarding the financial performance

Students plan the development of the financial situation in the company or area of development

Students	
Criteria for an acceptable performance	• determine the central financial targets in accordance with the strategy • plan and improve the financial performance and the monitoring of the financial situation • draw up a plan for developing the finances and select the actors required for implementing the plan

Students manage the development and monitoring of the finances of the company or area of responsibility

Students	
Criteria for an acceptable performance	• engage the actors required to develop and monitor the finances • manage the implementation of the financial plan that has been drawn up

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| | <ul style="list-style-type: none"> manage the company's finances or the financial performance of the area of responsibility in accordance with the targets and ensure that the financial situation is monitored |
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Methods of demonstrating competence

Students demonstrate their competence by carrying out practical work tasks in which they manage and develop the finances of the company or area of responsibility. To the extent that the competence required in the module cannot be assessed on the basis of the demonstration, the competence demonstration is to be supplemented in other ways on an individual basis.

2.8. Management of production or service processes, 50 Competence point (300405)

Competence requirements

Students know how to

- assess the current state of the production and service processes in the company or in their area of responsibility and their development needs in accordance with the strategy
- develop the production or service processes in the company or in their area of responsibility systematically
- manage the production or service processes in the company or in their area of responsibility

Assessment

Students assess the current state of the production and service processes in the company or in their area of responsibility and their development needs in accordance with the strategy

Students	
Criteria for an acceptable performance	- assess the efficiency and quality of the production or service processes - assess the critical stages of the production and service processes, identify their problem areas and look for solutions - assess whether the production processes or service processes are up to date and update them as necessary - use different indicators, key figures and reports in the assessment of production and service processes

Students develop the production or service processes in the company or in their area of responsibility systematically

Students	
Criteria for an acceptable performance	- draw up plans based on the conducted assessments to develop the production or service processes - draw up a timetable and reserve the required resources for the development work - assess how the development affects production or service - systematically use different methods for the development of production or service processes

Students manage the production or service processes in the company or in their area of responsibility

Students	
Criteria for an acceptable performance	• together with the personnel, set objectives for the production or service processes in accordance with the company's or organisation's strategy • are familiar with different ways of steering production or service processes and are able to apply these appropriately in their management work • manage the implementation of production or service processes using the agreed steering systems • make sure that sufficient resources are available and ensure the quality of the service

Methods of demonstrating competence

Students demonstrate their competence in practical work tasks by managing and developing production and service processes. To the extent that the competence required in the module cannot be assessed on the basis of the demonstration, the competence demonstration is to be supplemented in other ways on an individual basis.

2.9. Implementing an internal audit assignment, 80 Competence point (300406)

Competence requirements

Students know how to

- plan an audit assignment
- gather and analyse information
- report the audit results
- monitor the implementation of the recommendations

Assessment

Students plan an audit assignment

Students	
Criteria for an acceptable performance	• carry out a preliminary risk assessment of the area that is audited • draw up a written plan for the objective, scope and definitions of the assignment, the available time and other resources • demonstrate knowledge of one of the reference frameworks for internal audits when preparing the plan (COSO IC, COSO ERM, CobIT) • draw up a written work plan for the procedures and methods used in identifying, analysing, assessing and documenting information • use fluent Finnish or Swedish to draw up the plan

Students gather and analyse information

Students	
Criteria for an acceptable performance	• gather sufficient, reliable, relevant and useful information in accordance with the plan they have drawn up • analyse the information according to the plan

	• document in the work papers relevant information that supports the conclusions and recommendations • use information technology effortlessly
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Students report the audit results

Students	
Criteria for an acceptable performance	• go through the results with the parties concerned in an interactive manner using Finnish or Swedish • draw up a precise, objective, clear, concise and constructive report which includes a description of the objectives and scope of the audit, the conclusions and development recommendations and the related measures planned by the management of the audited entity

Students monitor the implementation of the recommendations

Students	
Criteria for an acceptable performance	• gather information on the measures taken by the management as a result of the conclusions made and recommendations given in the audit • assess whether the measures taken by the management are sufficient • document essential information gathered in the monitoring • report the monitoring results to the management

Methods of demonstrating competence

Students demonstrate their competence by carrying out practical work tasks related to internal auditing. In these tasks, they demonstrate an ability to audit risk management, internal control and the management and administrative system of their organisation in compliance with the International Standards for the Professional Practice of Internal Auditing. To the extent that the competence required in the module cannot be assessed on the basis of the demonstration, the competence demonstration is to be supplemented in other ways on an individual basis.

2.10. Managing an internal audit, 50 Competence point (300407)

Competence requirements

Students know how to

- manage internal auditing activities and draw up an internal audit plan
- manage the implementation of the internal audit plan
- maintain and implement a quality assurance and development programme for internal audits

Assessment

Students manage internal auditing activities and draw up an audit plan

Students

Criteria for an acceptable performance	• systematically assess and document the relevant risks related to the organisation's key processes and operations, demonstrating that they are familiar with the organisation's operating strategy • gather the views of the organisation's management and board or a corresponding body on what the main risks are, how they should be managed and what the internal auditing should focus on • based on the views of the management and the board or a corresponding body, draw up a risk assessment and an internal audit plan in compliance with the International Standards for the Professional Practice of Internal Auditing, determining the resource needs realistically • present the plan to the board or some other corresponding body for approval
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Students manage the implementation of the plan for internal audit activities

Students	
Criteria for an acceptable performance	• systematically monitor the implementation of the plan • regularly report on the implementation of the plan and justify the possible changes to the board or another corresponding body • inform the board or the other corresponding body about the main results of internal auditing and about topical issues related to internal auditing • actively exchange information on the activities with the auditors when coordinating the audit activities • draw up a feasible plan for developing and maintaining the competence of the persons participating in internal auditing activities • update the internal audit charter

Students maintain and implement a quality assurance and development programme for internal audits

Students	
Criteria for an acceptable performance	• maintain a quality assurance and development programme for internal audit activity in compliance with the International Standards for the Professional Practice of Internal Auditing • monitor the quality of the implementation of the audit assignments • gather customer feedback on the internal auditing work • maintain the performance indicators used in internal audits and update their target values • conduct performance measurements and analyse their results • implement a self-assessment of the internal audit activities • report the results of the self-assessment to the organisation's management and board or a corresponding body

Methods of demonstrating competence

Students demonstrate their competence in practical work tasks by managing internal audit activities in accordance with the International Standards for the Professional Practice of Internal Auditing. Students demonstrate their competence by taking the responsibility for drawing up and monitoring an internal audit plan, for the daily management of audit activities and for the quality assurance and development of internal audit activities.

To the extent that the competence required in the module cannot be assessed on the basis of the demonstration, the competence demonstration is to be supplemented in other ways on an individual basis.

3. Competence area of Leadership and Business Management

Qualification holders who have completed the **Competence area of Leadership and Business Management** are able to manage, plan and develop the activities of the company or their area of responsibility. They know how to develop their own activities and competence as managers or company owners. They know how to manage the personnel and finances of the company or area of responsibility and how to improve the profitability of the activities.

Qualification holders who have completed the Competence area of Leadership and Business Management also have the knowledge and skills required in the special fields of their chosen modules. The competence gained in the optional modules may be related to management of strategy work, project management, management of work community development, personnel and competence management, customership management, financial management or management of production and service processes.

4. Competence area of Internal Audits

Qualification holders who have completed the **Competence area of Internal Audits** are able to carry out an internal audit assignment, plan an audit assignment, collect and analyse information, report the results of the audit and monitor the implementation of the recommendations.

Qualification holders who have completed the Competence area of Internal Audits also master the knowledge and skills of the special fields of their chosen modules. The competence gained in the optional modules may be related to management of internal audits, management of strategy work, project management, management of work community development, personnel and competence management, customership management, financial management or management of production and service processes.