

Specification of Competency Standards
for the Banking Industry
Unit of Competency

Functional Area - 10. General Management
(Key Function – 10.1 Global Business Acumen)

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| Title | Formulate business strategies for the bank |
| Code | 109531L7 |
| Range | Formulation of business strategies for the whole bank or individual business area which will be applied to different geographical locations, functional units and departments etc. |
| Level | 7 |
| Credit | 5 (For Reference Only) |
| Competency | <p>Performance Requirements</p> <p>1. Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Comprehend the strategic research methodologies and apply the knowledge in conducting critical analysis and research on local and global economic development (e.g. China) to anticipate the business potential of different countries or regions in the absence of complete information; • Possess the macro-scoping analytical skills any apply it to evaluate the implications of political and regulatory environment affecting the bank’s current situation and future business development; • Have an in-depth understanding of global political environment and banking laws and take it as key reference to develop business strategies for the bank as appropriate. (e.g. global political atmosphere and changes in banking regulations such as framework issued by Basel Committee on Banking Supervision, provision of the Banking Ordinance, HKMA Supervisory Policy Manual, etc.). <p>2. Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Develop the vision, mission, value, objectives and targets of each business strategy. • Identify market potential based on understanding of global and local economic development in order to make decision on market entry or exit; • Explore various possible business and investment opportunities by adopting the results of research and forecasts conducted in order to select the most appropriate approach; • Evaluate both the prospects and threats of the identified business opportunities to reach a sound business decision; • Evaluate and refine recommendations on new global business initiatives based on interpretation of market intelligence from various sources. <p>3. Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Develop measures to address present and future challenges arising from changes in local, regional and global markets in order to facilitate strategic business development by demonstrating ability in complex thinking and analytical reasoning; • Develop a vision on the strategic direction and cite supporting evidence from different sources in order to direct the whole organization; • Exert influence and obtain buy-in of the strategic plan. |
| Assessment Criteria | <p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Making strategic decision on which business opportunities the bank should pursue and constructing strategies in achieving them. |

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| | <ul style="list-style-type: none">• Development of business strategies on the basis of solid rationales and analysis on a broad range of factors, such as anticipated return, prospects, threats and comparison with different alternatives and the bank's own core competencies / strengths etc. |
| Remark | |