

# Certified Manager Exam Blueprint

## CM Exam 1: Management Essentials

### **The Profession of Management (10%)**

- Key elements of the management profession, essential managerial tasks, and the skills needed for effective performance in today's business environment

### **The Global Business Environment (40%)**

- Knowledge of the competitive market, and techniques for adapting to current business conditions
- Knowledge of basic international management skills
- Ability to interpret and uphold policies, procedures, roles, and laws

### **Communication & Information Technology (23%)**

- The communication process and the skills managers need to establish and communicate clear expectations and concepts effectively
- Using technology in today's modern workplace to enhance productivity
- Skills in software, online collaboration, and writing

### **Ethical Decision-Making (23%)**

- Techniques for collecting input from members of the team in a professional manner
- Upholding ethical standards in the working environment
- Making the correct decisions in a diverse workspace based on ethical reasoning

## CM Exam 2: Planning and Organizing

### **Planning (29%)**

- Planning techniques and strategies for setting and achieving organizational goals
- Planning and facilitating effective meetings and the characteristics of effective facilitators
- Ability to distinguish between visions, goals, and objectives

### **Organizing (25%)**

- Choosing appropriate organizational structures to maximize performance and efficiency
- Techniques for building organizational value
- The importance of teamwork and building effective teams and work groups

### **Talent/Human Resource Management (46%)**

- Staffing the organization by recruiting and selecting employees
- Training and evaluating employees and providing effective performance feedback
- Best practices for effectively managing a diverse workforce
- Coaching, mentoring, and networking

## CM Exam 3: Leading and Controlling

### **Leading (30%)**

- The nature of leadership, characteristics of effective leaders, and skills and techniques for leading and motivating individuals and groups effectively
- Measures for evaluating results and comparing them to organizational goals and standards

### **Controlling (30%)**

- Ability to monitor performance and communicate expectations to team members
- Ability to assess organizational conflict and develop techniques for conflict

### **Accounting (21%)**

- Basic principles of accounting

### **Financial Management (19%)**

- Processes for selecting appropriate sources of financing and establishing financial controls
- Analyzing performance metrics and making changes when needed