

CERTIFIED GLOBAL BUSINESS PROFESSIONAL

Practice Delineation



NASBITE CGBP Governance Council



Introduction

NASBITE International is a non-profit 501(c)3 corporation organized under the laws of Ohio. Established over 30 years ago as an association of North American Small Business International Trade Educators [NASBITE], NASBITE has become the leading U.S. organization supporting the training and education in the field of global business. We are a professional organization of educators, trainers, service providers and practitioners and our mission is “to advance global business practice, education and training”

At the turn of the past millennium, NASBITE set out to establish the Certified Global Business Professional [CGBP] credential as a competency benchmark for trade educators, trade trainers and companies with employees engaged in international trade. With the support of numerous federal and state government agencies, corporate partners, and Centers for International Business, Education, and Research [CIBERs], NASBITE engaged Professional Examination Service in New York and stakeholder meetings were held in cities across the United States where we created the body of knowledge and the test protocol for the credential, which was launched in 2005.

The CGBP “Practice Delineation” is the foundational reference document that articulates the trade skills certified through the attainment of the NASBITE Certified Global Business Professional credential.

It is comprised of four top-level domains along with supporting task and knowledge statements:

1. Global Business Management
2. Global Marketing
3. Supply Chain Management
4. Trade Finance

As well as five threads, which represent topics that cut across all four domains:

- a. Documentation
- b. Legal & Regulatory Compliance
- c. Intercultural Awareness
- d. Technology
- e. Resources

The CGBP is designed to meet the needs of individuals working in the profession or studying for a career related to global commerce. Candidates from both small and large companies will benefit as will students in two-year or four-year post-secondary programs. The credential is also suitable for individuals working in trade assistance organizations, trade promotion agencies, and related educational institutions.

Candidates receiving the NASBITE CGBP designation may use the credential logo and wordmark on resumes and business cards identifying them to employers and the public as individuals proficient and current in global commerce. For companies, the credential establishes a professional development goal for current and future employees. The credential also helps individuals diversify their skills in global commerce and assure they understand a broad range of topics rather than just the specific field within international trade where they have experience.

This document contains the trade skills certified through the NASBITE Certified Global Business Professional credential. The NASBITE CGBP exam contains multiple choice questions that draw from the following tasks and knowledge statements. Program details are available at www.nasbite.org



01 - Domain 1: Global Business Management

Develop and/or assist with the strategic and operational planning, development, implementation, and assessment of the international aspects of the business

Task 01/01: Develop and/or assist in the creation of a global mission statement for the firm.

Knowledge of:

01/01/01: components of a mission statement

Task 01/02: Recognize ethical and cultural issues that are inherent in global activities and contribute to an ethical and cross-culturally sensitive business environment.

Knowledge of:

01/02/01: business ethics as perceived and practiced in the U.S. and in other countries (e.g., cultural relativism, labor laws)

01/02/02: culturally appropriate techniques for international business settings (e.g., adaptive behavior, response, and verbal/written language to correspond with local business culture, group vs. individual, ethnocentric vs. polycentric, high context vs. low context)

Task 01/03: Participate in the global business planning and long-term strategic planning processes.

Knowledge of:

01/03/01: environmental factors affecting international strategies (e.g., political, legal/regulatory, sociocultural, cost and competitive factors, appropriate levels of technology)

01/03/02: local, state, federal and global support initiatives that are designed to enable global business ventures and expansion

01/03/03: elements of a global business plan

Task 01/04: Contribute to the ongoing internal and external research efforts to determine viability of global ventures.

Knowledge of:

01/04/01: basic research concepts and techniques (e.g., primary vs. secondary data, basic research methodologies/processes, surveys) and data analysis/evaluation processes (statistical evaluation, quantitative and qualitative analyses)

01/04/02: data sources for international market data (e.g., U.S. Department of Commerce, International Monetary Fund [IMF], World Bank, United Nations agencies, Country Desks, and private firm data)



Task 01/05: Develop and/or assist in risk assessment and the development of risk management policies to support proposed global business activities.

Knowledge of:

- 01/05/01: country risk (e.g., political risk, economic risk, expropriation)
- 01/05/02: commercial risk
- 01/05/03: risks and sources (e.g., Department of State) associated with travel and expatriate activities (e.g., family member's adaptation, reverse culture shock, Centers for Disease Control and Prevention – CDC as source for travel risks)
- 01/05/04: credit assessment and mitigating techniques (e.g., export credit insurance, international finance)

Task 01/06: Develop and/or assist in internal and external legal and regulatory compliance efforts to support global activities.

Knowledge of:

- 01/06/01: general legal liability issues (e.g., product, international contractual disputes, arbitration, United Nations Convention for the International Sale of Goods [CISG], governance issues, export license compliance)
- 01/06/02: intellectual property rights (e.g., patent, trademark, copyright), international agreements (e.g., Paris Convention, Madrid System) and practical enforcement levels
- 01/06/03: issues related to and sources of information (e.g. Bureau of Industry and Security [BIS], United Nations) for offshore regulatory/legal concerns (e.g., bribery/corruption, Foreign Corrupt Practices Act [FCPA], antitrust, customs, import/export permits, licenses, labor law, currency regulations)

Task 01/07: Develop and/or assist in the development, implementation, and evaluation of the global budget.

Knowledge of:

- 01/07/01: general budgeting concepts (e.g., basic elements of financial statements, sales forecasts, expense forecasts)
- 01/07/02: revenues and expense uncertainties
- 01/07/03: transfer pricing

Task 01/08: Establish and maintain relationships with appropriate external organizations to support global activities.

Knowledge of:

- 01/08/01: industry, trade, and investment associations
- 01/08/02: government support agencies (e.g., U.S. government agencies, International Monetary Fund [IMF], World Bank)

Task 01/09: Participate in the effective use of technology to support global performance.

Knowledge of:

- 01/09/01: commonly used business and communication technologies, advantages of the internet
- 01/09/02: software tools to support global activities



02 - Domain 2: Global Marketing

Manage, implement, coordinate and/or assist with marketing, including planning, sales, research and support functions to assess customer needs; evaluate opportunities and threats on a global scale; and meet corporate needs within environmental constraints and corporate goals.

Task 02/01: Evaluate the internal and external environment (e.g., economic and physical geography, history, political environment, competitive analysis, regulatory, cultural, and technological issues) to identify potential marketing threats and opportunities.

Knowledge of:

- 02/01/01: internal resources (e.g., export readiness assessment, goals and preferences of senior management, experiences and capabilities of employees, technical and production capabilities)
- 02/01/02: external environment (e.g., economic and physical geography, competitive analysis, regulatory, cultural, technological issues, currency fluctuations, and protected industries and sectors)
- 02/01/03: public and private sources of data and assistance including electronic and print
- 02/01/04: major trade agreements, trade law, and customs unions (e.g., North American Free Trade Agreement [NAFTA], European Union, export control regulations, anti-boycott regulations, Foreign Corrupt Practices Act [FCPA])
- 02/01/05: product certifications and standards (e.g., CE Mark, ISO 9000)
- 02/01/06: cultural issues related to marketability of product, translation issues
- 02/01/07: assessing technological infrastructures in target markets
- 02/01/08: SWOT analysis related to global marketing
- 02/01/09: how to research competitor activities internationally (e.g., PIERS, UN Comtrade, Kompas Directory, USA Trade Online)

**Task 02/02: Develop and implement the global marketing plan:
Conduct market research in order to determine the best potential market.**

Knowledge of:

- 02/02/01: laws and regulations that impact the marketing plan (e.g., entity law, promotional restrictions, distributor requirements, corruption)
- 02/02/02: public and private marketing resources (e.g., International Trade Administration [ITA], U.S. Commercial Service and the Country Commercial Guides, freight forwarders)



Task 02/03: After analysis of the market research, select products and markets to be targeted.

Knowledge of:

- 02/03/01: impact on market selection of product, price, place, and promotion (e.g., the four P's)
- 02/03/02: how to find laws and regulations that impact the market selection (e.g., entity law, promotional restrictions, distributor requirements)
- 02/03/03: market segmentation and demand analysis

Task 02/04: Develop and select market strategy to maximize sales and profitability.

Knowledge of:

- 02/04/01: foreign market entry methods (e.g., licensing, agency/distributor, sales subsidiaries, international joint venture)

Task 02/05: Develop and implement a marketing budget related to the global activities of the company.

Knowledge of:

- 02/05/01: budgeting processes
- 02/05/02: reporting requirements
- 02/05/03: basic accounting procedures (e.g., retained earnings, accounts payable, accounts receivable)
- 02/05/04: cost of marketing and promotion

Task 02/06: Coordinate the marketing mix of goods and services to implement the company's marketing plan: Provide products and services for the targeted markets.

Knowledge of:

- 02/06/01: customer expectations and cultural requirements
- 02/06/02: product life cycle implications (or strategies)
- 02/06/03: (new) product development modification process
- 02/06/04: technical compatibility and product standards (e.g., CE marking)
- 02/06/05: where to find packaging, labeling, and marking requirements
- 02/06/06: after-sales service and support requirements (e.g., manuals, warranties, technical support, recycling)
- 02/06/07: product liability implications
- 02/06/08: legal/regulatory requirements for pricing (e.g., pricing constraints and controls, fair trade laws, anti-dumping)
- 02/06/09: trade assistance resources in support of providing products and services
- 02/06/10: environmental concerns



Task 02/07: Implement, monitor, and adjust the company's global pricing strategies.

Knowledge of:

- 02/07/01: costing methods and allocation, including marginal and absorption costing
- 02/07/02: tariff and non-tariff barriers and incentives
- 02/07/03: quoting methods
- 02/07/04: resources for global pricing strategies (e.g., current revision of International Chamber of Commerce publications (e.g., Incoterms, Uniform Customs & Practice for Documentary Credit [UCODC], Uniform Rules for Collections [URC]), U.S. government agencies, and websites)
- 02/07/05: how local market conditions could impact pricing

Task 02/08: Initiate and manage global promotion strategies in order to support the global marketing plan.

Knowledge of:

- 02/08/01: sales promotion mechanisms (e.g., trade shows and trade missions, horizontal vs. vertical trade show)
- 02/08/02: technological tools for promotion (e.g., internet activities such as e-mail, web sites, e-commerce; video-conferencing, virtual trade fairs)
- 02/08/03: trade assistance resources in support of global promotion

Task 02/09: Analyze and formulate global distribution strategy for products and/or services.

Knowledge of:

- 02/09/01: types and roles of distribution channels (e.g., resellers, agency/distributor, joint ventures)
- 02/09/02: impact of local market distribution characteristics and implementation issues, gray marketing
- 02/09/03: contractual issues related to market entry (e.g., common elements found in most distributor agreements)

Task 02/10: Establish and manage the global sales activities.

Knowledge of:

- 02/10/01: sales techniques (e.g., pull vs. push), sales knowledge, and business travel



03 - Domain 3: Supply Chain Management

Evaluate all supply chain options which result in the best overall solutions to support the international business plan while complying with all rules, regulations, and security issues from sourcing to final distribution.

Task 03/01: Optimize supply chain solutions to meet the requirements of the international business plan including evaluation of all modes of transportation, inventory, time to market, landed costs, and customer requirements.

Knowledge of:

- 03/01/01: all transportation modes and costs
- 03/01/02: trade agreements, free trade zones and use of regional value content
- 03/01/03: duties and how to read the Harmonized Tariff Schedule [HTS], duty rate table, duty drawback, taxes, and quotas
- 03/01/04: product classification regimes (e.g., Harmonized Tariff Schedule [HTS], Schedule B)
- 03/01/05: security issues (e.g., Container Security Initiative [CSI], Customs Trade Partnership Against Terrorism [C-TPAT], warehouse security issues, Customs and Border Protection)
- 03/01/06: where to find legal/regulatory packing requirements
- 03/01/07: non-regulatory packing requirements (e.g., preservation of cargo, types of containers, packing materials)
- 03/01/08: insurance, transportation liability regimes and demurrage
- 03/01/09: resources (e.g., freight forwarders, trade associations, Internet resources)

Task 03/02: Evaluate and select the potential intermediaries (e.g., carriers – all modes, third party logistics providers [3PL's], forwarders, brokers, contract carriers) necessary to support the international business plan (including evaluation of outsourcing alternatives and/or partners).

Knowledge of:

- 03/02/01: major transportation modes and methods (e.g., consolidation and costs)
- 03/02/02: third party logistics providers [3 PL's]
- 03/02/03: forwarder's role in the transaction
- 03/02/04: customs broker and other service providers
- 03/02/05: usage of power of attorney
- 03/02/06: databases available to search for intermediaries
- 03/02/07: resources available in support of intermediary selection (e.g., World Trade Centers [WTCs], local trade associations, state and federal government)



Task 03/03: Complete the documents required for international movement of product and services.

Knowledge of:

- 03/03/01: standard export and import documents for goods and services (e.g., proforma invoice, commercial invoice, transport documents, documents relating to services contracts)
- 03/03/02: U.S. export regulations for involved countries and seller buyer document requirements (e.g., Bureau of Industry and Security [BIS], Office of Foreign Asset Control [OFAC])
- 03/03/03: U.S. import regulations and sources for involved countries (e.g., Customs and Boarder Protection, Animal and Health Inspection Service [APHIS])
- 03/03/04: Incoterms (e.g., ExW - ExWorks, FCA - Free Carrier, FOB - Free On Board, CIF – Cost Insurance and Freight, CIP -Carriage And Insurance Paid, DDP - Delivery Duty Paid)
- 03/03/05: U.S. legal and regulatory requirements regarding documentation for goods/services (e.g., export/import control regulations, export declaration)
- 03/03/06: where to find foreign language documentation requirements when applicable
- 03/03/07: technology available for document completion (e.g., Automated Commercial Environment [ACE], Automated Export System [AES], Simplified Network Application Process Redesign [SNAP], private sources)
- 03/03/08: offshore legal and regulatory requirements regarding documentation for goods/services (e.g., certificate of origin, sanitary certificate, export/import control regulations)
- 03/03/09: country of origin determination

Task 03/04: Coordinate with other departments to calculate the true cost, benefits, and risks of proposed transactions in order to implement risk management policies.

Knowledge of:

- 03/04/01: marine insurance (e.g., delays, losses, claims and other insurances, general average)
- 03/04/02: transportation options and documents (e.g., ocean bill of lading versus air waybill, negotiable vs. non-negotiable bill of lading)
- 03/04/03: international conventions (e.g., Warsaw Convention and the United Nations Convention on Contracts for the International Sales of Goods - CISG) and international conditions of contract (e.g., Force Majeure, arbitration)
- 03/04/04: packaging for cargo protection and loss prevention
- 03/04/05: insurance companies and brokers, consultants, freight forwarders



Task 03/05: Facilitate the offshore procurement process.

Knowledge of:

- 03/05/01: advantages of global sourcing
- 03/05/02: cultural considerations affecting supplier/buyer relationships
- 03/05/03: impact of trade agreements
- 03/05/04: terms and conditions of purchase or sale
- 03/05/05: quality considerations (e.g., ISO 9000, industry quality specifications)
- 03/05/06: calculation of landed costs
- 03/05/07: U.S. Customs regulatory compliance (e.g., product marking)
- 03/05/08: import documents
- 03/05/09: customs brokers and customs management tools (e.g., duty drawback programs, tariff engineering)



04 - Domain 4: Trade Finance

Evaluate financial risks and methods, select and implement most favorable methods of payment to support global activities and ensure that all related costs are included at the time of quotation. Evaluate quantity and source of finance necessary to implement global activities.

Task 04/01: Assess political and economic risks and cultural issues of the target country to establish the financial costs and viability.

Knowledge of:

- 04/01/01: political and economic risks causing late and/or non-payment from overseas markets (e.g., cancellation/failure to grant U.S. export license, civil unrest, foreign currency delays/shortage)
- 04/01/02: cultural issues of buyer's country which may impact payment methods, money transmission methods, language used, credit control procedures, level of governmental control, corruption issues, and sources of finance
- 04/01/03: resources for determining risk (e.g., U.S. government organizations, websites, Moody's, Standard and Poor's, Euromoney, credit bureaus such as Graydon America and Coface)

Task 04/02: After evaluating foreign currency exchange risk, select, implement, and manage risk mitigation techniques to protect the company against fluctuation of foreign exchange.

Knowledge of:

- 04/02/01: foreign exchange risk mitigation techniques and required documentation (e.g., hedging tools, currency option contracts, transfer pricing)

Task 04/03: Research and analyze credit history and payment capacity of the potential buyers/partners to assess the commercial risk of the buyer and maintain credit management and control procedures and documentation.

Knowledge of:

- 04/03/01: sources of credit reports (e.g., credit bureau, D&B, Hoovers, US Department of Commerce - International Company Profile)
- 04/03/02: costs, usage and value of credit reports
- 04/03/03: commercial risks of late and/or non-payment from overseas buyer
- 04/03/04: methods of payment (e.g., letters of credit, documentary collections, cash in advance, sight draft)
- 04/03/05: mitigating techniques (e.g., credit risk insurance from Overseas Private Investment Corporation [OPIC] and U.S. Export-Import [Ex-Im] Bank)



Task04/04: Establish the most appropriate methods and terms of payment and required documentation to ensure timely payment for the sale of goods and/or services and to facilitate external financing.

Knowledge of:

- 04/04/01: methods and costs of payment (e.g., letters of credit, documentary collections, cash in advance, time draft, banker's acceptance)
- 04/04/02: commercial, economic, and political risks of buyer and buyer's country
- 04/04/03: international regulations published by the International Chamber of Commerce (Paris) governing international transactions and methods of payment (e.g., Incoterms, Uniform Customs & Practices for Documentary Credits [UCP], arbitration, Uniform Rules for Collection [URC])
- 04/04/04: methods of funds remittance (e.g., checks, banker's draft, SWIFT transfer)
- 04/04/05: types of letters of credit (e.g., confirmed/unconfirmed, irrevocable, transferable, standby, with a time draft)
- 04/04/06: types of payment (e.g., sight, deferred, acceptance)
- 04/04/07: documentation requirements (e.g., commercial invoices, transport documents and documents relating to services, inspection certificate)
- 04/04/08: related financial and legal costs (e.g., bank charges, insurance premiums, legal fees)
- 04/04/09: communication of letters of credit, collections, and associated documents electronically via the Internet (e.g., the Uniform Customs & Practices for Documentary Credits (Supplement for Electronic Presentation) [eUCP], SWIFT)

Task 04/05: Select appropriate methods, terms, and currency of payment to agents, sales representatives, distributors, suppliers, and international joint ventures.

Knowledge of:

- 04/05/01: terms and conditions of purchase or sale (e.g., countertrade, consignment, payment terms)
- 04/05/02: resources (e.g., banks, U.S. government agencies, International Chamber of Commerce [ICC])

Task 04/06: Develop a financial plan to establish whether internal/external international trade financing is required.

Knowledge of:

- 04/06/01: resources (e.g., Export-Import [Ex-Im] Bank, Small Business Administration [SBA], U.S. Department of Agriculture [USDA], Overseas Private Investment Corporation [OPIC], private banks, non-bank private sector lenders)



Task 04/07: Identify options for short-term (up to 180 days) pre- and/or post-shipment finance for the seller to ensure lowest cost financing at acceptable levels of risk.

Knowledge of:

04/07/01: forms and functions of short-term financing (e.g., credit insurance, government supported finance, discounting, time draft letter of credit, Export Working Capital Program)

Task 04/08: Identify options for medium- and long-term finance for the overseas buyer (internal/external) to allow buyer extended terms while providing cash payment to seller without recourse.

Knowledge of:

04/08/01: forms of medium- and long-term financing (e.g., government supported finance, finance provided by banks and financial institutions, lease financing)

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Modification Notes

Jan. 2005 – Modified to add a summary of each domain - listed directly after the domain title. No changes to task and knowledge statements.

Aug. 2006 – Modified to include additional examples to better clarify specific knowledge statements.

Sept. 2006 – Unique six-digit numbers added next to each statement for reference purposes.

July 2007 – Examples added to task 04/05/01.

April 2012 – Host institution updated and corrected version to 9.08.

Feb. 2014 – Corrections made to examples listed in task 01/06/01; 01/06/03; 02/01/09; 03/03/04; 04/01/03 to reflect current body of knowledge.

Feb. 2016 – Edit made to task 01/02/02 culturally appropriate technique examples to replace incorrect terminology – “mono-centric” replaced by “polycentric”.

June 2018 – Edits made to language and examples listed in task 02/07/01. Correction and additions made to examples listed in 03/03/02, 03/03/03, 03/03/04, and 04/06/01. Edits also made to ensure full name listing of all acronyms throughout the document.

Dec. 2018 – Correction made to example listed in task 02/07/04.