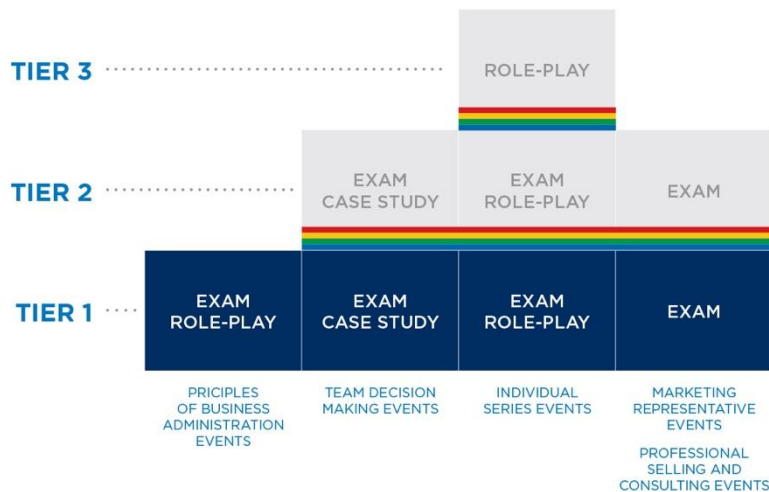


Business Management and Administration Cluster

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Performance Indicators

- Performance indicators for **PRINCIPLES OF BUSINESS ADMINISTRATION** role-plays and exams will be selected from the business administration core (Tier 1).
- Performance indicators for **TEAM DECISION MAKING** case studies and exams will be selected from the business administration core (Tier 1) and appropriate career cluster (Tier 2).
- Performance indicators for **INDIVIDUAL SERIES** exams will be selected from the business administration core (Tier 1) and appropriate career cluster (Tier 2). Performance indicators for the role-plays will be selected from the business administration core (Tier 1), appropriate career cluster (Tier 2) and appropriate pathway (Tier 3).

Key

PQ = Prerequisite level performance indicator content develops employability and job-survival skills and concepts, including work ethics, personal appearance, and general business behavior.

CS = Career Sustaining level performance indicator content develops skills and knowledge needed for continued employment in or study of business based on the application of basic academics and business skills.

SP = Specialist level performance indicator content provides in-depth, solid understanding and skill development in all business functions.

An asterisk () indicates a new performance indicator.*

The **Business Administration Core** performance indicators will be used when preparing for all exams, role-play scenarios, and case studies in the following events:

- Business Law and Ethics Decision Making
- Human Resources Management Series

Instructional Area: Business Law (BL)

Standard: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions

Performance Element: Acquire foundational knowledge of business laws and regulations to understand their nature and scope.

Performance Indicators:

Comply with the spirit and intent of laws and regulations (BL:163) (CS)*

Discuss the nature of law and sources of law in the United States (BL:067) (SP)

Describe the United States' judicial system (BL:068) (SP)

Describe methods used to protect intellectual property (BL:051) (SP)

Describe legal issues affecting businesses (BL:001) (SP)

Performance Element: Understand the civil foundations of the legal environment of business to demonstrate knowledge of contracts.

Performance Indicators:

Identify the basic torts relating to business enterprises (BL:069) (SP)

Describe the nature of legally binding contracts (BL:002) (SP)

Performance Element: Explore the regulatory environment of United States' businesses to understand the diversity of regulations.

Performance Indicators:

Describe the nature of legal procedure (BL:070) (SP)

Discuss the nature of debtor-creditor relationships (BL:071) (SP)

Explain the nature of agency relationships (BL:072) (SP)

Discuss the nature of environmental law (BL:073) (SP)

Discuss the role of administrative law (BL:074) (SP)

Performance Element: Apply knowledge of business ownership to establish and continue business operations.

Performance Indicators:

Explain types of business ownership (BL:003) (CS)

Performance Element: Acquire knowledge of commerce laws and regulations to continue business operations.

Performance Indicators:

Explain the nature of import/export law (BL:145) (SP)

Describe the nature of customs regulations (BL:126) (SP)

Instructional Area: Communication Skills (CO)

Standard: Understands the concepts, strategies, and systems used to obtain and convey ideas and information

Performance Element: Read to acquire meaning from written material and to apply the information to a task.

Performance Indicators:

Identify sources that provide relevant, valid written material (CO:054) (PQ)

Extract relevant information from written materials (CO:055) (PQ)

Apply written directions to achieve tasks (CO:056) (PQ)

Analyze company resources to ascertain policies and procedures (CO:057) (CS)

Performance Element: Apply active listening skills to demonstrate understanding of what is being said.

Performance Indicators:

Explain communication techniques that support and encourage a speaker (CO:082) (PQ)

Follow oral directions (CO:119) (PQ)

Demonstrate active listening skills (CO:017) (PQ)

Performance Element: Apply verbal skills to obtain and convey information.

Performance Indicators:

Explain the nature of effective verbal communications (CO:147) (PQ)

Ask relevant questions (CO:058) (PQ)

Interpret others' nonverbal cues (CO:059) (PQ)

Provide legitimate responses to inquiries (CO:060) (PQ)

Give verbal directions (CO:083) (PQ)

Employ communication styles appropriate to target audience (CO:084) (CS)

Defend ideas objectively (CO:061) (CS)

Handle telephone calls in a businesslike manner (CO:114) (CS)

Participate in group discussions (CO:053) (CS)

Facilitate (lead) group discussions (CO:201) (SP)

Make oral presentations (CO:025) (SP)

Performance Element: Record information to maintain and present a report of business activity.

Performance Indicators:

Utilize note-taking strategies (CO:085) (CS)

Organize information (CO:086) (CS)

Select and use appropriate graphic aids (CO:087) (CS)

Performance Element: Write internal and external business correspondence to convey and obtain information effectively.**Performance Indicators:**

- Explain the nature of effective written communications (CO:016) (CS)
- Select and utilize appropriate formats for professional writing (CO:088) (CS)
- Edit and revise written work consistent with professional standards (CO:089) (CS)
- Write professional emails (CO:090) (CS)
- Write business letters (CO:133) (CS)
- Write informational messages (CO:039) (CS)
- Write inquiries (CO:040) (CS)
- Write persuasive messages (CO:031) (SP)
- Write executive summaries (CO:091) (SP)
- Prepare simple written reports (CO:094) (SP)
- Explain how digital communications (e.g., email, text messages, chats) exposes business to risk (CO:202) (SP)
- Adapt written correspondence to targeted audiences (CO:203) (SP)
- Use data visualization techniques (e.g., infographics, heat-maps, dynamic model outputs) (CO:204) (SP)

Performance Element: Use social media to communicate with a business's stakeholders.**Performance Indicators:**

- Describe the impact of a person's social media brand on the achievement of organizational objectives (CO:205) (CS)
- Distinguish between using social media for business and personal purposes (CO:206) (CS)

Performance Element: Communicate with staff to clarify workplace objectives.**Performance Indicators:**

- Explain the nature of staff communication (CO:014) (CS)
- Choose and use appropriate channel for workplace communication (CO:092) (CS)
- Participate in a staff meeting (CO:063) (CS)
- Participate in problem-solving groups (CO:067) (CS)

Instructional Area: Customer Relations (CR)

Standard: Understands the techniques and strategies used to foster positive, ongoing relationships with customers

Performance Element: Foster positive relationships with customers to enhance company image.

Performance Indicators:

Explain the nature of positive customer relations (CR:003) (CS)

Demonstrate a customer-service mindset (CR:004) (CS)

Develop rapport with customers (CR:029) (CS)

Reinforce service orientation through communication (CR:005) (CS)

Respond to customer inquiries (CR:006) (CS)

Adapt communication to the cultural and social differences among clients (CR:019) (CS)

Interpret business policies to customers/clients (CR:007) (CS)

Build and maintain relationships with customers (CR:030) (SP)

Performance Element: Resolve conflicts with/for customers to encourage repeat business.

Performance Indicators:

Handle difficult customers (CR:009) (CS)

Handle customer/client complaints (CR:010) (CS)

Performance Element: Reinforce company's image to exhibit the company's brand promise.

Performance Indicators:

Identify company's brand promise (CR:001) (CS)

Determine ways of reinforcing the company's image through employee performance (CR:002) (CS)

Performance Element: Understand the nature of customer relationship management to show its contributions to a company.

Performance Indicators:

Discuss the nature of customer relationship management (CR:016) (SP)

Explain the role of ethics in customer relationship management (CR:017) (SP)

Describe the use of technology in customer relationship management (CR:018) (SP)

Instructional Area: Economics (EC)

Standard: Understands the economic principles and concepts fundamental to business operations

Performance Element: Understand fundamental economic concepts to obtain a foundation for employment in business.

Performance Indicators:

- Distinguish between economic goods and services (EC:002) (CS)
- Explain the concept of economic resources (EC:003) (CS)
- Describe the concepts of economics and economic activities (EC:001) (CS)
- Determine economic utilities created by business activities (EC:004) (CS)
- Explain the principles of supply and demand (EC:005) (CS)
- Describe the functions of prices in markets (EC:006) (CS)

Performance Element: Understand the nature of business to show its contributions to society.

Performance Indicators:

- Explain the role of business in society (EC:070) (CS)
- Describe types of business activities (EC:071) (CS)
- Describe types of business models (EC:138) (SP)
- Explain the organizational design of businesses (EC:103) (SP)
- Discuss the global environment in which businesses operate (EC:104) (SP)
- Describe factors that affect the business environment (EC:105) (SP)
- Explain the nature of business ethics (EC:106) (SP)
- Explain how organizations adapt to today's markets (EC:107) (SP)

Performance Element: Understand economic systems to be able to recognize the environments in which businesses function.

Performance Indicators:

- Explain the types of economic systems (EC:007) (CS)
- Identify the impact of small business/entrepreneurship on market economies (EC:065) (CS)
- Explain the concept of private enterprise (EC:009) (CS)
- Identify factors affecting a business's profit (EC:010) (CS)
- Determine factors affecting business risk (EC:011) (CS)
- Explain the concept of competition (EC:012) (CS)

Performance Element: Acquire knowledge of the impact of government on business activities to make informed economic decisions.

Performance Indicators:

- Determine the relationship between government and business (EC:008) (CS)
- Describe the nature of taxes (EC:072) (SP)

Performance Element: Analyze cost/profit relationships to guide business decision-making.**Performance Indicators:**

Explain the concept of productivity (EC:013) (CS)

Analyze impact of specialization/division of labor on productivity (EC:014) (SP)

Explain the concept of organized labor and business (EC:015) (SP)

Explain the impact of the law of diminishing returns (EC:023) (SP)

Performance Element: Understand economic indicators to recognize economic trends and conditions.**Performance Indicators:**

Discuss the measure of consumer spending as an economic indicator (EC:081) (SP)

Describe the economic impact of inflation on business (EC:083) (SP)

Explain the concept of Gross Domestic Product (GDP) (EC:017) (SP)

Discuss the impact of a nation's unemployment rates (EC:082) (SP)

Explain the economic impact of interest-rate fluctuations (EC:084) (SP)

Determine the impact of business cycles on business activities (EC:018) (SP)

Performance Element: Understand global trade's impact to aid business decision-making.**Performance Indicators:**

Explain the nature of global trade (EC:016) (SP)

Discuss the impact of globalization on business (EC:109) (SP)

Describe the determinants of exchange rates and their effects on the domestic economy (EC:100) (SP)

Explain cultural considerations that impact global business relations (EC:110) (SP)

Discuss the impact of cultural and social environments on global trade (EC:045) (SP)

Describe the impact of electronic communication tools (e.g., Internet, video- and computer-conferencing, webcasts, email) on global business activities (EC:111) (SP)

Explain the impact of major trade alliances on business activities (EC:112) (SP)

Describe the impact of the political environment on world trade (EC:113) (SP)

Explain the impact of geography on world trade (EC:114) (SP)

Describe the impact of a country's history on world trade (EC:115) (SP)

Explain the impact of a country's economic development on world trade (EC:116) (SP)

Discuss the impact of bribery and foreign monetary payments on business (EC:140) (SP)

Identify requirements for international business travel (e.g., passport, visa, proof of citizenship, immunizations, and sponsorship letters) (EC:141) (SP)

Instructional Area: Emotional Intelligence (EI)

Standard: Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others

Performance Element: Foster self-understanding to recognize the impact of personal feelings on others.

Performance Indicators:

- Describe the nature of emotional intelligence (EI:001) (PQ)
- Explain the concept of self-esteem (EI:016) (PQ)
- Recognize and overcome personal biases and stereotypes (EI:017) (PQ)
- Assess personal strengths and weaknesses (EI:002) (PQ)
- Assess personal behavior and values (EI:126) (PQ)*

Performance Element: Develop personal traits to foster career advancement.

Performance Indicators:

- Identify desirable personality traits important to business (EI:018) (PQ)
- Exhibit self-confidence (EI:023) (PQ)
- Demonstrate interest and enthusiasm (EI:020) (PQ)
- Demonstrate initiative (EI:024) (PQ)

Performance Element: Apply ethics to demonstrate trustworthiness.

Performance Indicators:

- Demonstrate honesty and integrity (EI:022) (PQ)
- Demonstrate responsible behavior (EI:021) (PQ)
- Demonstrate fairness (EI:127) (PQ)*
- Assess risks of personal decisions (EI:091) (PQ)*
- Demonstrate ethical work habits (EI:004) (PQ)
- Take responsibility for decisions and actions (EI:075) (PQ)
- Build trust in relationships (EI:128) (CS)*
- Describe the nature of ethics (EI:123) (CS)*
- Explain reasons for ethical dilemmas (EI:124) (CS)*
- Recognize and respond to ethical dilemmas (EI:125) (CS)*
- Manage commitments in a timely manner (EI:077) (CS)
- Develop tolerance for ambiguity (EI:092) (CS)*

Performance Element: Exhibit techniques to manage emotional reactions to people and situations.

Performance Indicators:

- Exhibit a positive attitude (EI:019) (PQ)
- Demonstrate self-control (EI:025) (PQ)
- Explain the use of feedback for personal growth (EI:003) (PQ)
- Adjust to change (EI:026) (PQ)

Performance Element: Identify with others' feelings, needs, and concerns to enhance interpersonal relations.

Performance Indicators:

- Respect the privacy of others (EI:029) (PQ)
- Show empathy for others (EI:030) (PQ)
- Maintain the confidentiality of others (EI:103) (CS)
- Exhibit cultural sensitivity (EI:033) (CS)
- Leverage personality types in business situations (EI:104) (SP)

Performance Element: Use communication skills to foster open, honest communications.

Performance Indicators:

- Explain the nature of effective communications (EI:007) (PQ)
- Explain ethical considerations in providing information (EI:038) (SP)
- Foster open, honest communication (EI:129) (SP)*
- Collaborate with others (EI:130) (SP)*
- Solicit feedback (EI:106) (SP)
- Use social media to solicit new ideas and solutions (EI:107) (SP)

Performance Element: Use communication skills to influence others.

Performance Indicators:

- “Sell” ideas to others (EI:108) (SP)
- Persuade others (EI:012) (SP)
- Demonstrate negotiation skills (EI:062) (SP)

Performance Element: Manage stressful situations to minimize potential negative impact.

Performance Indicators:

- Use appropriate assertiveness (EI:008) (PQ)
- Use conflict-resolution skills (EI:015) (CS)
- Explain the nature of office politics (EI:109) (CS)
- Overcome problems and difficulties associated with office politics/turf wars (EI:095) (CS)
- Explain the nature of stress management (EI:028) (SP)

Performance Element: Implement teamwork techniques to accomplish goals.

Performance Indicators:

- Participate as a team member (EI:045) (CS)
- Use consensus-building skills (EI:011) (SP)
- Motivate team members (EI:059) (SP)

Performance Element: Employ leadership skills to achieve workplace objectives.**Performance Indicators:**

- Explain the concept of leadership (EI:009) (CS)
- Explain the nature of ethical leadership (EI:131) (CS)*
- Model ethical behavior (EI:132) (CS)*
- Determine personal vision (EI:063) (CS)
- Inspire others (EI:133) (CS)*
- Demonstrate adaptability (EI:006) (CS)
- Develop an achievement orientation (EI:027) (CS)
- Challenge the status quo (EI:134) (CS)*
- Lead change (EI:005) (CS)
- Enlist others in working toward a shared vision (EI:060) (CS)
- Coach others (EI:041) (CS)
- Use power appropriately (EI:135) (SP)*
- Recognize/Reward others for their efforts and contributions (EI:014) (SP)*

Performance Element: Manage internal and external business relationships to foster positive interactions.**Performance Indicators:**

- Treat others with dignity and respect (EI:036) (PQ)
- Foster positive working relationships (EI:037) (CS)
- Consider conflicting viewpoints (EI:136) (CS)*
- Assess long-term value and impact of actions on others (EI:137) (SP)*
- Maintain collaborative partnerships with colleagues (EI:061) (SP)
- Explain the impact of political relationships within an organization (EI:034) (SP)
- Explain the nature of organizational culture (EI:064) (SP)
- Interpret and adapt to a business's culture (EI:112) (SP)

Instructional Area: Entrepreneurship (EN)

Standard: Understands the concepts, processes, and skills associated with identifying new ideas, opportunities, and methods and with creating or starting a new project or venture

Performance Element: Understand fundamental factors about entrepreneurship to recognize its role and importance in the economy

Performance Indicators:

Describe the nature of entrepreneurship (EN:039) (SP)

Explain the role requirements of entrepreneurs and owners (EN:040) (SP)

Describe small-business opportunities in international trade (EN:041) (SP)

Instructional Area: Financial Analysis (FI)

Standard: Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources

Performance Element: Understand the fundamental principles of money needed to make financial exchanges.

Performance Indicators:

Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.) (FI:058) (PQ)

Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.) (FI:059) (PQ)

Describe functions of money (medium of exchange, unit of measure, store of value) (FI:060) (PQ)

Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments, etc.) (FI:061) (PQ)

Explain the time value of money (FI:062) (CS)

Explain the purposes and importance of credit (FI:002) (CS)

Explain legal responsibilities associated with financial exchanges (FI:063) (CS)

Performance Element: Analyze financial needs and goals to determine financial requirements.

Performance Indicators:

Explain the nature of financial needs (e.g., college, retirement, wills, insurance, etc.) (FI:064) (CS)

Explain the need to save and invest (FI:270) (CS)

Set financial goals (FI:065) (CS)

Develop personal budget (FI:066) (CS)

Determine personal net worth (FI:562) (CS)*

Performance Element: Manage personal finances to achieve financial goals.**Performance Indicators:**

- Explain the nature of tax liabilities (FI:067) (PQ)
- Interpret a pay stub (FI:068) (PQ)
- Prepare bank account documents (e.g., checks, deposit/withdrawal slips, endorsements, etc.) (FI:560) (PQ)
- Maintain financial records (FI:069) (PQ)
- Read and reconcile bank statements (FI:070) (PQ)
- Calculate the cost of credit (FI:782) (CS)*
- Demonstrate the wise use of credit (FI:071) (CS)
- Validate credit history (FI:072) (CS)
- Make responsible financial decisions (FI:783) (CS)*
- Protect against identity theft (FI:073) (CS)
- Pay bills (FI:565) (CS)*
- Apply for a consumer loan (FI:625) (SP)*
- Control debt (FI:568) (CS)*
- Prepare personal income tax forms (i.e., 1040 EZ form) (FI:074) (CS)
- Discuss the nature of retirement planning (FI:569) (CS)*
- Explain the nature of estate planning (FI:572) (CS)*

Performance Element: Understand the use of financial-services providers to aid in financial-goal achievement.**Performance Indicators:**

- Describe types of financial-services providers (FI:075) (CS)
- Discuss considerations in selecting a financial-services provider (FI:076) (CS)

Performance Element: Use investment strategies to ensure financial well-being.**Performance Indicators:**

- Explain types of investments (FI:077) (CS)

Performance Element: Use risk management products to protect a business's financial well-being.**Performance Indicators:**

- Describe the concept of insurance (FI:081) (CS)

Performance Element: Acquire a foundational knowledge of accounting to understand its nature and scope.

Performance Indicators:

Describe the need for financial information (FI:579) (CS)

Explain the concept of accounting (FI:085) (CS)

Discuss the role of ethics in accounting (FI:351) (SP)

Explain the use of technology in accounting (FI:352) (SP)

Explain legal considerations for accounting (FI:353) (SP)

Performance Element: Implement accounting procedures to track money flow and to determine financial status.

Performance Indicators:

Describe the nature of cash flow statements (FI:091) (SP)

Explain the nature of balance sheets (FI:093) (SP)

Describe the nature of income statements (FI:094) (SP)

Performance Element: Acquire a foundational knowledge of finance to understand its nature and scope.

Performance Indicators:

Explain the role of finance in business (FI:354) (CS)

Discuss the role of ethics in finance (FI:355) (SP)

Explain legal considerations for finance (FI:356) (SP)

Performance Element: Manage financial resources to ensure solvency.

Performance Indicators:

Describe the nature of budgets (FI:106) (SP)

Instructional Area: Human Resources Management (HR)

Standard: Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources

Performance Element: Understand the role and function of human resources management to obtain a foundational knowledge of its nature and scope.

Performance Indicators:

Discuss the nature of human resources management (HR:410) (CS)

Explain the role of ethics in human resources management (HR:411) (SP)

Describe the use of technology in human resources management (HR:412) (SP)

Performance Element: Manage staff growth and development to increase productivity and employee satisfaction.

Performance Indicators:

Orient new employees (HR:360) (CS)

Instructional Area: Marketing (MK)

Standard: Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives

Performance Element: Understand marketing's role and function in business to facilitate economic exchanges with customers.

Performance Indicators:

Explain marketing and its importance in a global economy (MK:001) (CS)

Describe marketing functions and related activities (MK:002) (CS)

Performance Element: Acquire foundational knowledge of customer/client/business behavior to understand what motivates decision-making.

Performance Indicators:

Explain factors that influence customer/client/business buying behavior (MK:014) (SP)

Discuss actions employees can take to achieve the company's desired results (MK:015) (SP)

Demonstrate connections between company actions and results (e.g., influencing consumer buying behavior, gaining market share, etc.) (MK:019) (SP)

Instructional Area: Information Management (NF)

Standard: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making

Performance Element: Use information literacy skills to increase workplace efficiency and effectiveness.

Performance Indicators:

- Assess information needs (NF:077) (CS)
- Obtain needed information efficiently (NF:078) (CS)
- Evaluate quality and source of information (NF:079) (CS)
- Draw conclusions based on information analysis (NF:278) (CS)*
- Apply information to accomplish a task (NF:080) (CS)
- Store information for future use (NF:081) (CS)

Performance Element: Acquire a foundational knowledge of information management to understand its nature and scope.

Performance Indicators:

- Discuss the nature of information management (NF:110) (CS)
- Explain the role of ethics in information management (NF:111) (SP)
- Explain legal issues associated with information management (NF:076) (SP)

Performance Element: Utilize information-technology tools to manage and perform work responsibilities.

Performance Indicators:

- Identify ways that technology impacts business (NF:003) (PQ)
- Explain the role of information systems (NF:083) (PQ)
- Discuss principles of computer systems (NF:084) (PQ)
- Use basic operating systems (NF:085) (PQ)
- Describe the scope of the Internet (NF:086) (PQ)
- Demonstrate basic e-mail functions (NF:004) (PQ)
- Demonstrate personal information management/productivity applications (NF:005) (PQ)
- Demonstrate basic web-search skills (NF:006) (PQ)
- Demonstrate basic word processing skills (NF:007) (PQ)
- Demonstrate basic presentation applications (NF:008) (PQ)
- Demonstrate basic database applications (NF:009) (PQ)
- Demonstrate basic spreadsheet applications (NF:010) (PQ)
- Use an integrated business software application package (NF:088) (CS)
- Demonstrate collaborative/groupware applications (NF:011) (CS)
- Create and post basic web page (NF:042) (CS)
- Collaborate on and aggregate complex internal documents to create a common voice (NF:215) (SP)

Performance Element: Maintain business records to facilitate business operations.**Performance Indicators:**

Describe the nature of business records (NF:001) (SP)

Maintain customer records (NF:002) (SP)

Performance Element: Acquire information to guide business decision-making.**Performance Indicators:**

Describe current business trends (NF:013) (SP)

Monitor internal records for business information (NF:014) (SP)

Conduct an environmental scan to obtain business information (NF:015) (SP)

Interpret statistical findings (NF:093) (SP)

Translate research findings into actionable business recommendations (NF:216) (SP)

Performance Element: Create and access databases to acquire information for business decision-making.**Performance Indicators:**

Explain the principles of data analysis (NF:139) (SP)

Explain the nature of tools that can be used to access information in the database system (NF:140) (SP)

Access information in the database system (NF:141) (SP)

Performance Element: Apply data mining methods to acquire pertinent information for business decision-making.**Performance Indicators:**

Discuss the nature of data mining (NF:148) (CS)

Describe data mining tools and techniques (NF:149) (SP)

Discuss the importance of ethics in data mining (NF:150) (SP)

Demonstrate basic data mining techniques (NF:151) (SP)

Interpret data mining findings (NF:152) (SP)

Instructional Area: Operations (OP)

Standard: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning

Performance Element: Understand operation's role and function in business to value its contribution to a company.

Performance Indicators:

Explain the nature of operations (OP:189) (CS)

Discuss the role of ethics in operations (OP:190) (SP)

Describe the use of technology in operations (OP:191) (SP)

Performance Element: Adhere to health and safety regulations to support a safe work environment.

Performance Indicators:

Describe health and safety regulations in business (OP:004) (PQ)

Report noncompliance with business health and safety regulations (OP:005) (PQ)

Performance Element: Implement safety procedures to minimize loss.

Performance Indicators:

Follow instructions for use of equipment, tools, and machinery (OP:006) (PQ)

Follow safety precautions (OP:007) (PQ)

Maintain a safe work environment (OP:008) (CS)

Explain procedures for handling accidents (OP:009) (CS)

Handle and report emergency situations (OP:010) (CS)

Performance Element: Implement security policies/procedures to minimize chance for loss.

Performance Indicators:

Explain routine security precautions (OP:013) (CS)

Follow established security procedures/policies (OP:152) (CS)

Protect company information and intangibles (OP:153) (CS)

Performance Element: Comply with security rules, regulations, and codes (e.g., property, privacy, access, confidentiality) to protect customer and company information, reputation, and image.

Performance Indicators:

Explain information privacy, security, and confidentiality considerations in business (OP:441) (CS)

Maintain data security (OP:064) (CS)

Performance Element: Utilize project-management skills to improve workflow and minimize costs.

Performance Indicators:

Plan project (OP:519) (CS)*

Monitor projects and take corrective actions (OP:520) (CS)*

Evaluate project success (OP:521) (CS)*

Explain the nature of project management (OP:158) (SP)

Identify resources needed for project (OP:003) (SP)

Develop project plan (OP:001) (SP)

Apply project-management tools to monitor and communicate project progress (OP:002) (SP)

Evaluate project results (OP:159) (SP)

Performance Element: Implement purchasing activities to obtain business supplies, equipment, resources, and services.

Performance Indicators:

Explain the nature and scope of purchasing (OP:015) (CS)

Place orders/reorders (OP:016) (CS)

Maintain inventory of supplies (OP:031) (CS)

Discuss the importance of utilizing ethical purchasing methods (OP:246) (SP)

Explain the impact of the purchasing process on productivity (OP:247) (SP)

Manage the bid process in purchasing (OP:160) (SP)

Select vendors (OP:161) (SP)

Evaluate vendor performance (OP:162) (SP)

Performance Element: Understand production's role and function in business to recognize its need in an organization.

Performance Indicators:

Explain the concept of production (OP:017) (CS)

Performance Element: Implement quality-control processes to minimize errors and to expedite workflow.

Performance Indicators:

Identify quality-control measures (OP:163) (SP)

Utilize quality control methods at work (OP:164) (SP)

Describe crucial elements of a quality culture (OP:019) (SP)

Performance Element: Implement expense-control strategies to enhance a business's financial wellbeing.

Performance Indicators:

Explain the nature of overhead/operating costs (OP:024) (SP)

Explain employee's role in expense control (OP:025) (SP)

Performance Element: Maintain property and equipment to facilitate ongoing business activities.

Performance Indicators:

Comply with policies and procedures for use of property and equipment (OP:442) (CS)

Performance Element: Understand supply chain management role to recognize its need in business.

Performance Indicators:

Explain the concept of supply chain (OP:443) (CS)

Explain the benefits of supply chain collaboration (OP:444) (SP)

Instructional Area: Professional Development (PD)

Standard: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career

Performance Element: Acquire self-development skills to enhance relationships and improve efficiency in the work environment.

Performance Indicators:

Maintain appropriate personal appearance (PD:002) (PQ)

Demonstrate systematic behavior (PD:009) (PQ)

Set personal goals (PD:018) (CS)

Balance personal and professional responsibilities (PD:179) (SP)

Performance Element: Understand and follow company rules and regulations to maintain employment.

Performance Indicators:

Adhere to company protocols and policies (PD:250) (CS)

Follow rules of conduct (PD:251) (CS)

Follow chain of command (PD:252) (CS)

Performance Element: Achieve organizational goals to contribute to company growth.

Performance Indicators:

Determine the nature of organizational goals (PD:254) (SP)

Ascertain employee's role in meeting organizational goals (PD:255) (SP)

Performance Element: Utilize critical-thinking skills to determine best options/outcomes.

Performance Indicators:

Explain the need for innovation skills (PD:126) (CS)

Make decisions (PD:017) (CS)

Demonstrate problem-solving skills (PD:077) (CS)

Demonstrate appropriate creativity (PD:012) (SP)

Use time-management skills (PD:019) (SP)

Performance Element: Participate in career planning to enhance job-success potential.

Performance Indicators:

Assess personal interests and skills needed for success in business (PD:013) (PQ)

Analyze employer expectations in the business environment (PD:020) (PQ)

Explain the rights of workers (PD:021) (PQ)

Identify sources of career information (PD:022) (CS)

Identify tentative occupational interest (PD:023) (CS)

Explain employment opportunities in business (PD:025) (CS)

Explain career opportunities in entrepreneurship (PD:066) (CS)

Performance Element: Implement job-seeking skills to obtain employment.**Performance Indicators:**

Utilize job-search strategies (PD:026) (PQ)

Complete a job application (PD:027) (PQ)

Interview for a job (PD:028) (PQ)

Write a follow-up letter after job interviews (PD:029) (CS)

Write a letter of application (PD:030) (CS)

Prepare a résumé (PD:031) (CS)

Use networking techniques to identify employment opportunities (PD:037) (SP)

Performance Element: Utilize career-advancement activities to enhance professional development.**Performance Indicators:**

Describe techniques for obtaining work experience (e.g., volunteer activities, internships) (PD:032) (PQ)

Explain the need for ongoing education as a worker (PD:033) (PQ)

Explain possible advancement patterns for jobs (PD:034) (PQ)

Identify skills needed to enhance career progression (PD:035) (SP)

Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors) (PD:036) (SP)

Instructional Area: Strategic Management (SM)

Standard: Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department

Performance Element: Recognize management's role to understand its contribution to business success.

Performance Indicators:

Explain the concept of management (SM:001) (CS)

Performance Element: Identify potential business threats and opportunities to protect a business's financial well-being.

Performance Indicators:

Explain the nature of risk management (SM:075) (SP)

Conduct a risk assessment of an event (SM:076) (SP)

The **Business Management and Administration Career Cluster** performance indicators will be used when preparing for all exams, role-play scenarios, and case studies in the following events:

- Business Law and Ethics Decision Making
- Human Resources Management Series

Instructional Area: Business Law (BL)

Standard: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions

Performance Element: Acquire foundational knowledge of the legal environment in which businesses operate to protect the company's well-being.

Performance Indicators:

Describe factors affecting the settlement of legal matters (BL:159) (SP)

Describe the litigation process (BL:160) (SP)

Discuss the arbitration/mediation process (BL:161) (SP)

Instructional Area: Communication Skills (CO)

Standard: Understands the concepts, strategies, and systems used to obtain and convey ideas and information

Performance Element: Write internal and external business correspondence to convey and obtain information effectively.

Performance Indicators:

Write analytical reports (i.e., reports that examine a problem/issue and recommend an action) (CO:185) (SP)

Write research reports (CO:186) (SP)

Instructional Area: Financial Analysis (FI)

Standard: Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources

Performance Element: Manage financial resources to ensure solvency.

Performance Indicators:

Interpret cash-flow statements (FI:541) (SP)

Instructional Area: Information Management (NF)

Standard: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making

Performance Element: Utilize information-technology tools to manage and perform work responsibilities.

Performance Indicators:

Utilize project-management software (NF:130) (SP)

Performance Element: Utilize technology to support business strategies and operations.

Performance Indicators:

Adhere to data change best practices (NF:264) (SP)

Instructional Area: Operations (OP)

Standard: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning

Performance Element: Understand operation's role and function in business to value its contribution to a company.

Performance Indicators:

Discuss legal considerations in operations (OP:339) (SP)

Performance Element: Comply with security rules, regulations, and codes (e.g., property, privacy, access, confidentiality) to protect customer and company information, reputation, and image.

Performance Indicators:

Comply with strategies for protecting business' digital assets (e.g., website, social media, email, etc.) (OP:517) (SP)

Comply with strategies to protect digital customer data (e.g., information about customers, customers' credit-card numbers, passwords, customer transactions) (OP:518) (SP)

Performance Element: Implement purchasing activities to obtain business supplies, equipment, resources, and services.

Performance Indicators:

Describe types of purchase orders (OP:250) (CS)

Discuss types of inventory (OP:336) (CS)

Performance Element: Develop an understanding of business analysis to improve business functions and activities.

Performance Indicators:

Discuss the nature of business analysis (OP:327) (SP)

Discuss business process thinking and its impact (OP:474) (SP)

Describe the factors that influence business process design (OP:475) (SP)

Explain the causes of business process changes (OP:476) (SP)

Performance Element: Understand supply chain management role to recognize its need in business.

Performance Indicators:

Explain the impact of supply chain on business performance (e.g., value, customer satisfaction, business design, sustainability) (OP:477) (SP)

Describe the impact of technology on supply chain management (OP:478) (SP)

Describe supply chain networks (OP:479) (SP)

Discuss global supply chain issues (OP:480) (SP)

Discuss the nature of supply chain management (OP:303) (SP)

Performance Element: Maintain work flow to enhance productivity.

Performance Indicators:

Organize and prioritize work (OP:228) (CS)

Coordinate work with that of team members (OP:230) (CS)

Monitor and ensure completion of delegated tasks (OP:354) (SP)

Streamline work processes (OP:355) (SP)

Performance Element: Manage purchasing activities to obtain the best service/product at the least cost.

Performance Indicators:

Maintain vendor/supplier relationships (OP:241) (SP)

Negotiate terms with vendors in business (OP:337) (SP)

Instructional Area: Professional Development (PD)

Standard: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career

Performance Element: Participate in career planning to enhance job-success potential.

Performance Indicators:

Discuss employment opportunities in business management and administration (PD:297)
(CS)

Instructional Area: Strategic Management (SM)

Standard: Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department

Performance Element: Recognize management's role to understand its contribution to business success.

Performance Indicators:

Discuss the nature of managerial planning (SM:063) (SP)

Explain managerial considerations in organizing (SM:064) (SP)

Describe managerial considerations in staffing (SM:065) (SP)

Discuss managerial considerations in directing (SM:066) (SP)

Describe the nature of managerial control (control process, types of control, what is controlled) (SM:004) (SP)

Performance Element: Adapt to and manage change within an organization to accomplish organizational objectives.

Performance Indicators:

Describe relationship among innovation, learning, and change (SM:094) (CS)

Explain the nature of change management (SM:095) (SP)

Explain the change-management lifecycle (SM:096) (SP)

Instructional Area: Knowledge Management (KM)

Standard: Understands the systems, strategies, and techniques used to collect, organize, analyze, and share information known in an organization

Performance Element: Acquire a foundational understanding of knowledge management to understand its nature and scope.

Performance Indicators:

Explain the nature of knowledge management (KM:001) (SP)

Discuss the role of ethics in knowledge management (KM:002) (SP)

Explain the use of technology in knowledge management (KM:003) (SP)

Explain legal considerations for knowledge management (KM:004) (SP)

Performance Element: Use knowledge management strategies to improve the performance and competitive advantage of an organization.

Performance Indicators:

Identify techniques that can be used to capture and transfer knowledge in an organization (KM:005) (SP)

Apply knowledge management processes (KM:018) (SP)

Instructional Area: Project Management (PJ)

Standard: Understands tools, techniques, and systems that are used to plan, implement, monitor, and evaluate business projects

Performance Element: Utilize project management skills to start, run, and end projects.

Performance Indicators:

Initiate project (PJ:005) (SP)

Prepare work breakdown structure (WBS) (PJ:006) (SP)

Execute and control projects (PJ:009) (SP)

Manage project team (PJ:007) (SP)

Manage project schedule (PJ:010) (SP)

Close project (PJ:008) (SP)

Instructional Area: Quality Management (QM)

Standard: Understands the need for standards and the strategies and techniques used to implement, monitor, and evaluate them

Performance Element: Understand the role and function of quality management to obtain a foundational knowledge of its nature and scope.

Performance Indicators:

Explain the nature of quality management (QM:001) (SP)

Describe the nature of quality management frameworks (e.g., Six Sigma, ITIL, CMMI) (QM:002) (SP)

Discuss the need for continuous improvement of the quality process (QM:003) (SP)

Instructional Area: Risk Management (RM)

Standard: Understands risk-management strategies and techniques used to minimize business loss

Performance Element: Acquire a foundational understanding of risk management to demonstrate knowledge of its nature and scope.

Performance Indicators:

Explain the role of ethics in risk management (RM:041) (SP)

Describe the use of technology in risk management (RM:042) (SP)

Discuss legal considerations affecting risk management (RM:043) (SP)

Describe international considerations affecting risk management (RM:092) (SP)

The **Business Management and Administration Pathway** performance indicators will be used when preparing for the role-play scenarios for the following event:

- Human Resources Management Series Event (Human Resources Management Pathway, pp. 41-51)

Instructional Area: Business Law (BL)

Standard: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions

Performance Element: Implement human-resources laws and regulations to ensure equitable treatment of employees and to meet government requirements.

Performance Indicators:

Explain unfair labor practices (BL:119) (SP)

Comply with compensation and benefit laws (BL:120) (SP)

Instructional Area: Communication Skills (CO)

Standard: Understands the concepts, strategies, and systems used to obtain and convey ideas and information

Performance Element: Write internal and external business correspondence to convey and obtain information effectively.

Performance Indicators:

Repurpose content for social media (CO:210) (SP)

Performance Element: Communicate with staff to clarify workplace expectations and benefits.

Performance Indicators:

Maintain confidentiality in dealing with personnel (CO:187) (SP)

Describe elements of a human resources management's communications program (CO:188) (SP)

Instructional Area: Human Resources Management (HR)

Standard: Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources

Performance Element: Understand human resources management models to demonstrate knowledge of their nature and scope.

Performance Indicators:

Explain human resources management functions (HR:413) (SP)

Discuss factors that impact human resources management (e.g., availability of qualified employees, alternative staffing methods, employment laws/regulations, company policies/procedures, compensation and benefit programs, staff diversity, etc.) (HR:415) (SP)

Performance Element: Plan talent-acquisition activities to guide human resources management decision-making.

Performance Indicators:

Describe planning techniques used in the hiring process (e.g., succession planning, forecasting, etc.) (HR:416) (SP)

Performance Element: Implement talent-acquisition activities to obtain qualified staff.

Performance Indicators:

Explain assessment methods used in the hiring process (HR:522) (SP)

Explain contingency factors affecting job offer (e.g., background checks, drug tests, physical results, etc.) (HR:426) (SP)

Track job applicants (HR:523) (SP)

Administer and interpret employee selection tests (HR:423) (SP)

Performance Element: Conduct on-boarding activities to facilitate employee start-up.

Performance Indicators:

Perform post-employment offer activities (HR:431) (SP)

Explain the use of employment contracts (HR:432) (SP)

Explain standard relocation practices (HR:433) (SP)

Assist with employee relocation (HR:434) (SP)

Describe expatriation and repatriation issues and practices (HR:435) (SP)

Performance Element: Determine employee-development needs to foster staff's growth and professional development.**Performance Indicators:**

Assess employee skills (HR:438) (SP)

Conduct task/process analysis (HR:439) (SP)

Conduct gap and/or needs analysis to identify human-resources development needs (HR:443) (SP)

Assess company's learning needs (HR:440) (SP)

Performance Element: Perform talent-development activities.**Performance Indicators:**

Determine learning objectives (HR:527) (SP)

Choose learning methods (HR:528) (SP)

Write training activities (HR:441) (SP)

Prepare a training plan (HR:529) (SP)

Design a learning module (HR:530) (SP)

Select experts for employee development (HR:442) (SP)*

Facilitate employee learning (HR:531) (SP)

Evaluate learning (HR:532) (SP)

Determine issues impacting human-resources development (e.g., organizational culture and policies, societal norms, etc.) (HR:444) (SP)

Apply human-resources development theories (HR:445) (SP)

Implement employee-development program (HR:446) (SP)

Performance Element: Control human resources management activities to maintain workforce standards.**Performance Indicators:**

Assist with establishment of work rules (HR:460) (SP)

Performance Element: Build employer-employee relationships to foster productivity.**Performance Indicators:**

Describe ways that businesses build positive employer-employee relationships (HR:449) (SP)

Foster employee engagement and commitment (HR:513) (SP)

Performance Element: Assess employer-employee relationships to foster productivity.**Performance Indicators:**

Assess effectiveness of employee-relations activities (HR:450) (SP)

Performance Element: Understand staff issues/problems to enhance productivity and improve employee relationships.**Performance Indicators:**

Explain labor-relations issues (HR:452) (SP)

Describe talent management issues associated with organizational changes (e.g., right-sizing, downsizing, talent relocation, organizational restructuring or redesign) (HR:543) (SP)

Discuss issues associated with workplace diversity (e.g., ethnic, generational, religious, gender) (HR:515) (SP)

Describe out-placement procedures and activities used in layoffs (HR:453) (SP)

Performance Element: Resolve staff issues/problems to enhance productivity and improve employee relationships.**Performance Indicators:**

Document employee issues (e.g., reasonable suspicion, harassment, attendance) and recommend solutions (HR:454) (SP)

Performance Element: Understand total reward strategies.**Performance Indicators:**

Explain the nature of benefit plans (e.g., health insurance, life insurance, educational assistance, health club membership, etc.) (HR:475) (SP)

Explain the nature of fitness/wellness programs offered by businesses (HR:482) (SP)

Explain the nature of retirement plans (HR:476) (SP)

Explain components of total rewards system (HR:467) (SP)

Discuss the nature of executive compensation (HR:469) (SP)

Explain payroll functions (HR:465) (SP)

Performance Element: Administer total reward strategies.**Performance Indicators:**

Manage flexible work arrangements (HR:547) (SP)

Administer leave management procedures (HR:548) (SP)

Administer employee fitness/wellness programs (HR:549) (SP)

Arrange pension/retirement benefits for employees (HR:550) (SP)

Performance Element: Analyze total rewards strategies to meet employee expectations and to remain competitive with other employers.**Performance Indicators:**

Identify emerging compensation issues (HR:472) (SP)

Explain methods that can be used to analyze total rewards programs (HR:480) (SP)

Benchmark total rewards practices by successful organizations (HR:552) (SP)

Conduct benefits need assessment (HR:477) (SP)

Assess company's employee fitness/wellness program (HR:483) (SP)

Performance Element: Develop and assess company's health and safety programs to ensure compliance and protect employees.

Performance Indicators:

Evaluate effectiveness of company's injury/occupational illness prevention programs (HR:485) (SP)

Performance Element: Contribute to organizational development to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges.

Performance Indicators:

Explain the nature of organizational development (HR:487) (SP)

Instructional Area: Information Management (NF)

Standard: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making

Performance Element: Maintain business records to facilitate business operations.

Performance Indicators:

- Verify new hire's employment eligibility (NF:269) (SP)
- Process immigration-related records (NF:270) (SP)
- Administer worker's compensation claim (NF:271) (SP)
- Process OSHA documentation (NF:272) (SP)
- Complete new hire documentation and reporting (NF:273) (SP)

Performance Element: Acquire information to guide business decision-making.

Performance Indicators:

- Explain trends in human resources management (NF:275) (SP)
- Determine turnover rate and its causes (NF:276) (SP)
- Identify and report factors negatively impacting productivity (NF:277) (SP)

Performance Element: Utilize a human resource information system to increase organizational efficiency.

Performance Indicators:

- Explain the nature of a human resource information system (HRIS) (NF:159) (SP)
- Capture and store data in a human resource information system (HRIS) (NF:160) (SP)
- Mine data in human resource information system (NF:161) (SP)

Performance Element: Utilize a learning management system to increase organizational efficiency.

Performance Indicators:

- Explain the nature of a learning management system (LMS) (NF:265) (SP)
- Capture and store data in a learning management system (LMS) (NF:266) (SP)
- Mine data in learning management systems (NF:267) (SP)

Instructional Area: Operations (OP)

Standard: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning

Performance Element: Understand health and safety issues to support a safe work environment.

Performance Indicators:

Describe general health and safety practices monitored and assessed by human resources management (OP:212) (SP)

Discuss the nature of incident and emergency response plans (OP:213) (SP)

Describe the nature of employee-assistance programs (OP:214) (SP)

Performance Element: Troubleshoot health and safety problems to foster a safe work environment.

Performance Indicators:

Conduct an accident investigation (OP:481) (SP)

Identify potential workplace violence conditions (OP:223) (SP)

Monitor drug and alcohol testing (OP:482) (SP)

Performance Element: Develop and analyze human-resources programs, practices, and services that promote the physical and mental well-being of individuals in the workplace to protect individuals and the workplace.

Performance Indicators:

Identify opportunities to “green” the workplace (OP:483) (SP)

Recommend an emergency response plan (OP:317) (SP)

Recommend an incidence response plan (OP:318) (SP)

Recommend a security plan for a business (OP:320) (SP)

Instructional Area: Professional Development (PD)

Standard: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career

Performance Element: Participate in career planning to enhance job-success potential.

Performance Indicators:

Explain career opportunities in human resources management (PD:187) (SP)

Describe certifications for human resources-management professionals (e.g., Professional in Human Resources [PHR], Senior Professional in Human Resources [SPHR], Global Professional in Human Resources [GPHR], etc.) (PD:188) (SP)

Performance Element: Explore professional development opportunities to enhance skills needed in human resources management.

Performance Indicators:

Identify continuing education courses or programs available to enhance human resources management skills (PD:263) (SP)

Identify professional association opportunities for human resources management professionals (e.g., educational opportunities, networking, conferences, newsletters, publications) (PD:264) (SP)

Instructional Area: Strategic Management (SM)

Standard: Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department

Performance Element: Implement strategic-planning processes to guide human-resources-management decision-making.

Performance Indicators:

Explain how human resources management participates in a company's strategic planning process (SM:050) (SP)

Describe the impact of organizational factors on human-resource management strategies (e.g., global business strategy, organizational structure, organizational culture) (SM:097) (SP)

Instructional Area: Knowledge Management (KM)

Standard: Understands the systems, strategies, and techniques used to collect, organize, analyze, and share information known in an organization

Performance Element: Use knowledge management strategies to improve the performance and competitive advantage of an organization.

Performance Indicators:

Identify ways to use crowdsourcing in business (KM:017) (SP)