



Business Management and Administration

Performance Indicators

The Business Management and Administration Performance Indicators are used for the following competitive events:

1. Business Ethics
2. Human Resources Management

Draft Performance Indicators
2011 - 2012 DECA Competitive Events

Performance Indicators for this competitive event are used to define the parameters of the written exam and other activities that are part of the overall competition. These performance indicators are a draft of the final document planned for release in the summer of 2012 for the 2013 events. This draft is the basis of events for the 2012 DECA ICDC only.

This draft list was compiled by *MBAResearch* and Curriculum Center and DECA Inc. and represents preliminary efforts to support all DECA competitive events within the overall framework of the National Business Administration Standards. Individual indicators are based on a review of prior research and on extensive review of available online and print literature—both from industry and education. Over the next year, *MBAResearch* and DECA Inc. will refine the list, edit, and evaluate individual indicators and validate the entire list with the national business community.

For additional information on these Performance Indicators, the National Curriculum Framework, or the National Business Administration Standards, please visit the *MBAResearch* web site at www.MBAResearch.org. Questions may be e-mailed to betho@MBAResearch.org

Business Administration Core	3
Business Management and Administration Core.....	20
Administrative Services Pathway	25
Business Information Management Pathway.....	30
General Management Pathway	34
Human Resources Management Pathway.....	36
Operations Pathway	43

Instructional Area: Business Law

Knowledge and Skill Statement: 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:

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

Describe the United States' judicial system (SP)

Describe legal issues affecting businesses (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 (SP)

Describe the nature of legally binding contracts (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 (SP)

Discuss the nature of debtor-creditor relationships (SP)

Explain the nature of agency relationships (SP)

Discuss the nature of environmental law (SP)

Discuss the role of administrative law (SP)

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

Performance Indicators:

Explain types of business ownership (CS)

Instructional Area: Communication Skills

Knowledge and Skill Statement: 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 (PQ)

Extract relevant information from written materials (PQ)

Apply written directions to achieve tasks (PQ)

Analyze company resources to ascertain policies and procedures (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 (PQ)

Follow oral directions (PQ)

Demonstrate active listening skills (PQ)

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

Performance Indicators:

Explain the nature of effective verbal communications (PQ)

Ask relevant questions (PQ)

Interpret others' nonverbal cues (PQ)

Provide legitimate responses to inquiries (PQ)

Give verbal directions (PQ)

Employ communication styles appropriate to target audience (CS)

Defend ideas objectively (CS)

Handle telephone calls in a businesslike manner (CS)

Participate in group discussions (CS)

Make oral presentations (SP)

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

Performance Indicators:

Utilize note-taking strategies (CS)

Organize information (CS)

Select and use appropriate graphic aids (CS)

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

Performance Indicators:

- Explain the nature of effective written communications (CS)
- Select and utilize appropriate formats for professional writing (CS)
- Edit and revise written work consistent with professional standards (CS)
- Write professional e-mails (CS)
- Write business letters (CS)
- Write informational messages (CS)
- Write inquiries (CS)
- Write persuasive messages (SP)
- Write executive summaries (SP)
- Prepare simple written reports (SP)

Performance Element: Communicate with staff to clarify workplace objectives.

Performance Indicators:

- Explain the nature of staff communication (CS)
- Choose appropriate channel for workplace communication (CS)
- Participate in a staff meeting (CS)

Instructional Area: Customer Relations

Knowledge and Skill Statement: 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 (CS)

Demonstrate a customer-service mindset (CS)

Reinforce service orientation through communication (CS)

Respond to customer inquiries (CS)

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

Interpret business policies to customers/clients (CS)

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

Performance Indicators:

Handle difficult customers (CS)

Handle customer/client complaints (CS)

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

Performance Indicators:

Identify company's brand promise (CS)

Determine ways of reinforcing the company's image through employee performance (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 (SP)

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

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

Instructional Area: Economics

Knowledge and Skill Statement: 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 (CS)
- Explain the concept of economic resources (CS)
- Describe the concepts of economics and economic activities (CS)
- Determine economic utilities created by business activities (CS)
- Explain the principles of supply and demand (CS)
- Describe the functions of prices in markets (CS)

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

Performance Indicators:

- Explain the role of business in society (CS)
- Describe types of business activities (CS)
- Explain the organizational design of businesses (SP)
- Discuss the global environment in which businesses operate (SP)
- Describe factors that affect the business environment (SP)
- Explain the nature of business ethics (SP)
- Explain how organizations adapt to today's markets (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 (CS)
- Explain the concept of private enterprise (CS)
- Identify factors affecting a business's profit (CS)
- Determine factors affecting business risk (CS)
- Explain the concept of competition (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 (CS)
- Describe the nature of taxes (SP)

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

Performance Indicators:

Explain the concept of productivity (CS)

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

Explain the concept of organized labor and business (SP)

Explain the impact of the law of diminishing returns (SP)

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

Performance Indicators:

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

Explain the concept of Gross Domestic Product (GDP) (SP)

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

Describe the economic impact of inflation on business (SP)

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

Determine the impact of business cycles on business activities (SP)

Performance Element: Determine global trade's impact on business decision-making.

Performance Indicators:

Explain the nature of global trade (SP)

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

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

Instructional Area: Emotional Intelligence

Knowledge and Skill Statement: 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 (PQ)

Explain the concept of self esteem (PQ)

Recognize personal biases and stereotypes (PQ)

Assess personal strengths and weaknesses (PQ)

Performance Element: Develop personal traits to foster career advancement.

Performance Indicators:

Identify desirable personality traits important to business (PQ)

Exhibit self-confidence (PQ)

Demonstrate interest and enthusiasm (PQ)

Demonstrate initiative (PQ)

Performance Element: Apply ethics to demonstrate trustworthiness.

Performance Indicators:

Demonstrate responsible behavior (PQ)

Demonstrate honesty and integrity (PQ)

Demonstrate ethical work habits (PQ)

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

Performance Indicators:

Exhibit a positive attitude (PQ)

Demonstrate self control (PQ)

Explain the use of feedback for personal growth (PQ)

Adjust to change (PQ)

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

Performance Indicators:

Respect the privacy of others (PQ)

Show empathy for others (PQ)

Exhibit cultural sensitivity (CS)

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

Performance Indicators:

Explain the nature of effective communications (PQ)

Explain ethical considerations in providing information (SP)

Performance Element: Use communication skills to influence others.

Performance Indicators:

Persuade others (SP)

Demonstrate negotiation skills (SP)

Performance Element: Manage stressful situations to minimize negative workplace interactions.

Performance Indicators:

Use appropriate assertiveness (PQ)

Use conflict-resolution skills (CS)

Explain the nature of stress management (SP)

Performance Element: Implement teamwork techniques to accomplish goals.

Performance Indicators:

Participate as a team member (CS)

Use consensus-building skills (SP)

Motivate team members (SP)

Performance Element: Employ leadership skills to achieve workplace objectives.

Performance Indicators:

Explain the concept of leadership (CS)

Determine personal vision (CS)

Demonstrate adaptability (CS)

Develop an achievement orientation (CS)

Lead change (CS)

Enlist others in working toward a shared vision (CS)

Coach others (CS)

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

Performance Indicators:

Treat others fairly at work (PQ)

Foster positive working relationships (CS)

Maintain collaborative partnerships with colleagues (SP)

Explain the impact of political relationships within an organization (SP)

Instructional Area: Financial Analysis

Knowledge and Skill Statement: 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.) (PQ)

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

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

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

Explain the time value of money (CS)

Explain the purposes and importance of credit (CS)

Explain legal responsibilities associated with financial exchanges (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.) (CS)

Set financial goals (CS)

Develop personal budget (CS)

Performance Element: Manage personal finances to achieve financial goals.

Performance Indicators:

Explain the nature of tax liabilities (PQ)

Interpret a pay stub (PQ)

Prepare bank account documents (e.g., checks, deposit/withdrawal slips, endorsements, etc.) (PQ)

Maintain financial records (PQ)

Read and reconcile bank statements (PQ)

Demonstrate the wise use of credit (CS)

Validate credit history (CS)

Protect against identity theft (CS)

Prepare personal income tax forms (i.e., 1040 EZ form) (CS)

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

Performance Indicators:

Describe types of financial-services providers (CS)

Discuss considerations in selecting a financial-services provider (CS)

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

Performance Indicators:

Explain types of investments (CS)

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

Performance Indicators:

Describe the concept of insurance (CS)

Explain the nature of risk management (SP)

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 (CS)

Explain the need for accounting standards (GAAP) (CS)

Discuss the role of ethics in accounting (SP)

Explain the use of technology in accounting (SP)

Explain legal considerations for accounting (SP)

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

Performance Indicators:

Describe the nature of cash flow statements (SP)

Explain the nature of balance sheets (SP)

Describe the nature of income statements (SP)

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

Performance Indicators:

Explain the role of finance in business (CS)

Discuss the role of ethics in finance (SP)

Explain legal considerations for finance (SP)

Performance Element: Manage financial resources to ensure solvency.

Performance Indicators:

Describe the nature of budgets (SP)

Instructional Area: Human Resources Management

Knowledge and Skill Statement: 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 (CS)
- Explain the role of ethics in human resources management (SP)
- Describe the use of technology in human resources management (SP)

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

Performance Indicators:

- Orient new employees (CS)

Instructional Area: Information Management

Knowledge and Skill Statement: 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 (CS)
- Obtain needed information efficiently (CS)
- Evaluate quality and source of information (CS)
- Apply information to accomplish a task (CS)
- Store information for future use (CS)

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

Performance Indicators:

- Discuss the nature of information management (CS)
- Explain the role of ethics in information management (SP)
- Explain legal issues associated with information management (SP)

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

Performance Indicators:

- Identify ways that technology impacts business (PQ)
- Explain the role of information systems (PQ)
- Discuss principles of computer systems (PQ)
- Use basic operating systems (PQ)
- Describe the scope of the Internet (PQ)
- Demonstrate basic e-mail functions (PQ)
- Demonstrate personal information management/productivity applications (PQ)
- Demonstrate basic web-search skills (PQ)
- Demonstrate basic word processing skills (PQ)
- Demonstrate basic presentation applications (PQ)
- Demonstrate basic database applications (PQ)
- Demonstrate basic spreadsheet applications (PQ)
- Use an integrated business software application package (CS)
- Demonstrate collaborative/groupware applications (CS)
- Create and post basic web page (SP)

Performance Element: Maintain business records to facilitate business operations.

Performance Indicators:

- Describe the nature of business records (SP)
- Maintain customer records (SP)

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

Performance Indicators:

- Describe current business trends (SP)
- Monitor internal records for business information (SP)
- Conduct an environmental scan to obtain business information (SP)
- Interpret statistical findings (SP)

Instructional Area: Marketing

Knowledge and Skill Statement: 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 (CS)

Describe marketing functions and related activities (CS)

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

Performance Indicators:

Explain customer/client/business buying behavior (SP)

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

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

Instructional Area: Operations

Knowledge and Skill Statement: 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 (CS)
- Discuss the role of ethics in operations (SP)
- Describe the use of technology in operations (SP)

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

Performance Indicators:

- Describe health and safety regulations in business (PQ)
- Report noncompliance with business health and safety regulations (PQ)

Performance Element: Implement safety procedures to minimize loss.

Performance Indicators:

- Follow instructions for use of equipment, tools, and machinery (PQ)
- Follow safety precautions (PQ)
- Maintain a safe work environment (CS)
- Explain procedures for handling accidents (CS)
- Handle and report emergency situations (CS)

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

Performance Indicators:

- Explain routine security precautions (CS)
- Follow established security procedures/policies (CS)
- Protect company information and intangibles (CS)

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

Performance Indicators:

- Explain the nature of project management (SP)
- Identify resources needed for project (SP)
- Develop project plan (SP)
- Apply project-management tools to monitor project progress (SP)
- Evaluate project results (SP)

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

Performance Indicators:

Explain the nature and scope of purchasing (CS)
Place orders/reorders (CS)
Maintain inventory of supplies (CS)
Manage the bid process in purchasing (SP)
Select vendors (SP)
Evaluate vendor performance (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 (CS)

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

Performance Indicators:

Identify quality-control measures (SP)
Utilize quality control methods at work (SP)
Describe crucial elements of a quality culture (SP)

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

Performance Indicators:

Explain the nature of overhead/operating costs (SP)
Explain employee's role in expense control (SP)

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

Performance Indicators:

Identify routine activities for maintaining business facilities and equipment (SP)

Instructional Area: Professional Development

Knowledge and Skill Statement: 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 (PQ)
- Demonstrate systematic behavior (PQ)
- Set personal goals (CS)

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

Performance Indicators:

- Explain the need for innovation skills (CS)
- Make decisions (CS)
- Demonstrate problem-solving skills (CS)
- Demonstrate appropriate creativity (SP)
- Use time-management skills (SP)

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

Performance Indicators:

- Assess personal interests and skills needed for success in business (PQ)
- Analyze employer expectations in the business environment (PQ)
- Explain the rights of workers (PQ)
- Identify sources of career information (CS)
- Identify tentative occupational interest (CS)
- Explain employment opportunities in business (CS)
- Explain career opportunities in entrepreneurship (CS)

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

Performance Indicators:

- Utilize job-search strategies (PQ)
- Complete a job application (PQ)
- Interview for a job (PQ)
- Write a follow-up letter after job interviews (CS)
- Write a letter of application (CS)
- Prepare a résumé (CS)
- Use networking techniques to identify employment opportunities (SP)

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

Performance Indicators:

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

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

Explain possible advancement patterns for jobs (PQ)

Identify skills needed to enhance career progression (SP)

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

Instructional Area: Strategic Management

Knowledge and Skill Statement: 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 (CS)

Instructional Area: Ethics

Performance Element: Additional specialized performance indicators.

Performance Indicators:

Explain the role of ethics in marketing-information management

Describe the role of business ethics in pricing

Explain business ethics in product/service management

Describe the use of business ethics in promotion

Explain business ethics in selling

Instructional Area: Communication Skills

Knowledge and Skill Statement: 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)
(SP)

Write research reports (SP)

Instructional Area: Economics

Knowledge and Skill Statement: Understands the economic principles and concepts fundamental to business operations

Performance Element: Determine global trade's impact on business decision-making.

Performance Indicators:

Describe the nature of business customs and practices in the North American market (SP)

Explain the nature of business customs and practices in Europe (SP)

Explain the nature of business customs and practices in Latin America (SP)

Describe the nature of business customs and practices in the Pacific Rim (SP)

Discuss the nature of business customs and practices in the Middle East (SP)

Explain the nature of business customs and practices in South Asia (SP)

Instructional Area: Emotional Intelligence

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

Performance Element: Apply ethics to demonstrate trustworthiness.

Performance Indicators:

Take responsibility for decisions and actions (PQ)

Manage commitments in a timely manner (CS)

Instructional Area: Information Management

Knowledge and Skill Statement: 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 (SP)

Instructional Area: Knowledge Management

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

Performance Indicators:

Explain the nature of knowledge management (SP)

Discuss the role of ethics in knowledge management (SP)

Explain the use of technology in knowledge management (SP)

Explain legal considerations for knowledge management (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 (SP)

Instructional Area: Operations

Knowledge and Skill Statement: 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 (SP)

Performance Element: Maintain work flow to enhance productivity.

Performance Indicators:

Organize and prioritize work (CS)

Coordinate work with that of team members (CS)

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

Performance Indicators:

Describe types of purchase orders (CS)

Discuss types of inventory (CS)

Maintain vendor/supplier relationships (SP)

Negotiate terms with vendors in business (SP)

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

Performance Indicators:

Discuss the nature of business analysis (SP)

Instructional Area: Professional Development

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

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

Performance Indicators:

Follow rules of conduct (CS)

Follow chain of command (CS)

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

Performance Indicators:

Determine the nature of organizational goals (SP)

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

Instructional Area: Project Management

Knowledge and Skill Statement: 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 (SP)

Prepare work breakdown structure (WBS) (SP)

Execute and control projects (SP)

Manage project team (SP)

Close project (SP)

Instructional Area: Quality Management

Knowledge and Skill Statement: 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 (SP)

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

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

Instructional Area: Risk Management

Knowledge and Skill Statement: 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 (SP)

Describe the use of technology in risk management (SP)

Discuss legal considerations affecting risk management (SP)

Instructional Area: Strategic Management

Knowledge and Skill Statement: 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 (SP)

Explain managerial considerations in organizing (SP)

Describe managerial considerations in staffing (SP)

Discuss managerial considerations in directing (SP)

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

Administrative Services facilitate business operations through a variety of administrative and clerical duties including information and communication management, data processing and collection, and project tracking. Sample occupations include:

Administrative Assistant
Executive Assistant
Project Coordinator

Customer Service Representative
Office Manager

Instructional Area: Communication Skills

Knowledge and Skill Statement: Understands the concepts, strategies, and systems used in administrative services to obtain and convey ideas and information

Performance Element: Facilitate internal/external office communications to support work activities.

Performance Indicators:

Greet and direct visitors (CS)
Relay messages (CS)
Field telephone calls (CS)
Screen telephone calls (CS)

Instructional Area: Emotional Intelligence

Knowledge and Skill Statement: Understands techniques, strategies, and systems used in administrative services to foster self-understanding and enhance relationships with others.

Performance Element: Apply ethics to demonstrate trustworthiness.

Performance Indicators:

Exercise confidentiality (CS)

Instructional Area: Information Management

Knowledge and Skill Statement: Understands tools, strategies, and systems administrative service employees need to access, process, maintain, evaluate, and disseminate information to support managers.

Performance Element: Perform scheduling functions to facilitate on-time, prompt completion of work activities.

Performance Indicators:

- Create calendar/schedule (CS)
- Maintain appointment calendar (CS)
- Verify appointments (CS)
- Make travel arrangements (SP)
- Make meeting arrangements (SP)

Performance Element: Manage business records to maintain needed documentation.

Performance Indicators:

- Process customer order forms (CS)
- Route orders (CS)
- File records electronically/manually (CS)
- Maintain files (CS)
- Collect documentation needed to compile reports (CS)
- Track shipping practices (CS)
- Set up filing system appropriate for media/documents being stored (SP)
- Control incoming/outgoing documentation process (SP)
- Develop retention system appropriate for media/documents being stored (SP)
- Archive information according to retention procedures (SP)

Performance Element: Prepare documentation of business activities to communicate with internal/external clients.

Performance Indicators:

- Proofread documents (CS)
- Prepare reports (CS)
- Prepare financial data (SP)

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

Performance Indicators:

- Demonstrate advanced web-search skills (SP)
- Demonstrate advanced word-processing skills (SP)
- Demonstrate advanced presentation applications (SP)
- Demonstrate advanced database applications (SP)
- Mine databases for information (SP)
- Demonstrate advanced spreadsheet applications (SP)
- Create a web page for business applications (SP)
- Capture text using OCR (optical character reader) software (SP)
- Use voice recognition technology to prepare documents (SP)
- Utilize imaging software (SP)

Instructional Area: Operations

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

Performance Element: Utilize office equipment to accomplish job assignments.

Performance Indicators:

- Operate calculator (PQ)
- Operate copier (PQ)
- Operate printer (PQ)
- Operate fax machines (PQ)
- Operate postage meter (CS)
- Operate scanner (CS)

Performance Element: Troubleshoot problems with office equipment to make repairs and/or to obtain technical support.

Performance Indicators:

- Isolate and identify source of technical problem (CS)
- Follow manufacturer's written procedures to fix technical problem (CS)
- Obtain technical support services (CS)

Performance Element: Abide by risk-management policies and procedures for technology to minimize loss.

Performance Indicators:

- Adhere to technology safety and security policies (e.g., acceptable use policy, web page policies) (CS)
- Apply ergonomic techniques to technology tasks (CS)
- Adhere to laws pertaining to computer crime, fraud, and abuse (CS)
- Follow procedures used to restart and recover from situations (e.g., system failure, virus infection) (CS)
- Follow policies to prevent loss of data integrity (CS)
- Adhere to organization's policies for technology use (CS)

Performance Element: Maintain work flow to enhance productivity.

Performance Indicators:

- Organize and prioritize work (CS)
- Complete assigned tasks in a timely manner (CS)
- Assist with overflow work (CS)
- Coordinate submission of proposals (SP)

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

Performance Indicators:

- Plan meetings (SP)

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

Performance Indicators:

- Conduct vendor/supplier search (SP)

Instructional Area: Professional Development

Knowledge and Skill Statement: Understands concepts, tools, and strategies used to explore, obtain, and develop in an administrative services career

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

Performance Indicators:

Explain professional responsibilities in administrative services (CS)

Balance personal and professional responsibilities (SP)

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

Performance Indicators:

Adhere to company policies (CS)

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

Performance Indicators:

Determine the nature of organizational goals (SP)

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

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

Performance Indicators:

Explain career opportunities in administrative services (CS)

Describe certifications in administrative services (CS)

Business Information Management is an umbrella term covering those careers that provide a bridge between business processes/initiatives and IT. Employees in this area help to align business and IT goals. Sample occupations include:

Business Analyst
Functional Specialist
Relationship Manager

Business Process Manager
Project Manager

Instructional Area: Business Law

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

Performance Element: Apply knowledge of business contracts to establish business relationships.

Performance Indicators:

Discuss the nature of contract suspensions (SP)
Explain the nature of contract terminations (SP)

Instructional Area: Financial Analysis

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

Performance Element: Utilize cost accounting methods to guide business decisions pertaining to quality.

Performance Indicators:

Discuss the implications of quality costs (SP)

Performance Element: Implement suitable internal accounting controls to ensure the proper recording of financial transactions.

Performance Indicators:

Explain the purpose of internal accounting controls (SP)

Instructional Area: Information Management

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

Performance Element: Facilitate computer system operations to enhance usability.

Performance Indicators:

- Explain issues involved in designing systems for different environments (SP)
- Explain usability engineering methods (SP)
- Support and maintain a multimedia website (SP)

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

Performance Indicators:

- Explain the principles of data analysis (SP)
- Explain the nature of tools that can be used to access information in the database system (SP)
- Access information in the database system (SP)
- Build data in a data warehouse (SP)
- Create a meaningful data set (SP)
- Manipulate data in the database management system (SP)
- Analyze company's data requirements (SP)
- Design a database to meet business requirements (SP)
- Identify database trends (SP)

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

Performance Indicators:

- Discuss the nature of data mining (CS)
- Describe data mining tools and techniques (SP)
- Discuss the importance of ethics in data mining (SP)
- Demonstrate basic data mining techniques (SP)
- Interpret data mining findings (SP)

Performance Element: Utilize computer's operating system to manage and perform work responsibilities.

Performance Indicators:

- Move files in the computer operating system (CS)
- Create directories (CS)

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

Performance Indicators:

- Explain methods used to develop the technological infrastructure (SP)

Instructional Area: Operations

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

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

Performance Indicators:

Discuss the connection between business analysis and business process management (SP)
Explain types of requirements (e.g. business, system, functional, nonfunctional) (SP)

Performance Element: Develop requirements and solutions to improve business processes, performance, or people.

Performance Indicators:

Plan the requirements development process (SP)
Determine project stakeholders (SP)
Elicit requirements from stakeholders (SP)
Validate requirements (SP)
Ensure the usability of a proposed solution (SP)

Performance Element: Manage quality-control processes to minimize errors and to improve processes.

Performance Indicators:

Test product/service for quality (SP)

Instructional Area: Professional Development

Knowledge and Skill Statement: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business information management career

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

Performance Indicators:

Explain professional responsibilities in business information management (SP)

Discuss the role and responsibilities of project managers (SP)

Describe the role and responsibilities of business analysts (SP)

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

Performance Indicators:

Explain career opportunities in business information management (SP)

Describe certifications in business information management (SP)

Instructional Area: Strategic Management

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

Performance Element: Coordinate information management and business management to aid in business planning.

Performance Indicators:

Explain the strategic role of information systems/information communication technology within an organization (SP)

General Management focuses on careers that plan, organize, direct, and evaluate all or part of a business organization through the allocation and use of financial, human, and material resources. Sample occupations include:

Director
Regional Manager
Store Manager

District Manager
Small Business Manager
Supervisor

Instructional Area: Business Law

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

Performance Element: Understand government/legal activities that affect global trade to make business decisions.

Performance Indicators:

Describe customs regulations (SP)

Instructional Area: Economics

Knowledge and Skill Statement: Understands the economic principles and concepts fundamental to business operations

Performance Element: Recognize global trade's impact on business activities to guide business decision-making.

Performance Indicators:

Discuss the impact of globalization on business (SP)

Explain cultural considerations that impact global business relations (SP)

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

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

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

Explain the impact of geography on world trade (SP)

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

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

Instructional Area: Financial Analysis

Knowledge and Skill Statement: Understands tools, strategies, and systems managers use 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 (SP)

Instructional Area: Professional Development

Knowledge and Skill Statement: Understands concepts, tools, and strategies used to explore, obtain, and develop in a management career.

Performance Element: Explore professional development opportunities to enhance management skills.

Performance Indicators:

Identify continuing education courses or programs available to enhance management skills (SP)

Describe certifications for management professionals (e.g., American Management Association [AMA], American National Standards Institute [ANSI]) (SP)

Identify professional association opportunities for management professionals (e.g., educational opportunities, networking, conferences, newsletters, publications) (SP)

Human Resources Management focuses on the staffing activities that involve planning, recruitment, selection, orientation, training, performance appraisal, compensation, and safety of employees. Sample occupations include:

Benefits Administrator
HR Generalist
Labor Relations Manager
Training Manager

Compensation Analyst
HR Manager
Recruiter

Instructional Area: Business Law

Knowledge and Skill Statement: 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 (SP)
Comply with compensation and benefit laws (SP)

Instructional Area: Communication Skills

Knowledge and Skill Statement: Understands the concepts, strategies, and systems used by management to obtain and convey ideas and information

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

Performance Indicators:

Maintain confidentiality in dealing with personnel (SP)
Describe elements of a human resources management's communications program (SP)

Instructional Area: Human Resources Management

Knowledge and Skill Statement: 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:

Describe phases of human resources management (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.) (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.) (SP)

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

Performance Indicators:

Administer and interpret employee selection tests (SP)

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

Performance Indicators:

Perform post-employment offer activities (SP)

Explain the use of employment contracts (SP)

Explain standard relocation practices (SP)

Assist with employee relocation (SP)

Describe expatriation and repatriation issues and practices (SP)

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

Performance Indicators:

Assess employee skills (SP)

Conduct task/process analysis (SP)

Assess company's learning needs (SP)

Performance Element: Administer human-resources development activities.

Performance Indicators:

Write training activities (SP)

Select subject-matter experts for employee-development activities (SP)

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

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

Apply human-resources development theories (SP)

Implement employee-development program (SP)

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

Performance Indicators:

Assist with establishment of work rules (SP)

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

Performance Indicators:

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

Assess effectiveness of employee-relations activities (SP)

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

Performance Indicators:

Explain labor-relations issues (SP)

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

Performance Element: Select compensation system to match management's goals and attract employees.

Performance Indicators:

Explain payroll functions (SP)

Explain the components of a compensation system (SP)

Performance Element: Analyze compensation functions to meet employee expectations and to remain competitive with other employers.

Performance Indicators:

Identify emerging compensation issues (SP)

Performance Element: Identify employee benefit options to attract and keep qualified employees.

Performance Indicators:

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

Performance Element: Select benefit options to offer employees.

Performance Indicators:

Conduct benefits need assessment (SP)

Performance Element: Select and analyze employee fitness and wellness program to facilitate employee well-being.

Performance Indicators:

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

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

Performance Indicators:

Implement workplace injury/occupational illness procedures (SP)
Evaluate effectiveness of company's injury/occupational illness prevention programs (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 (SP)

Instructional Area: Information Management

Knowledge and Skill Statement: Understands tools, strategies, and systems human resources management needs to access, process, maintain, evaluate, and disseminate information to support managers

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

Performance Indicators:

Explain the nature of a human resource information system (HRIS) (SP)

Capture and store data in a human resource information system (HRIS) (SP)

Mine data in human resource information system (SP)

Instructional Area: Operations

Knowledge and Skill Statement: Understands the processes and systems that human resources management implements to monitor, plan, and control the day-to-day business 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 (SP)

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

Describe the nature of employee-assistance programs (SP)

Explain the nature of employee fitness/wellness programs (SP)

Discuss human resources management issues resulting from employee's drug use and dependency (SP)

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

Performance Indicators:

Identify potential workplace violence conditions (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:

Recommend an emergency response and business recovery plan (SP)

Recommend an incidence response plan (SP)

Evaluate incident and emergency response plans (e.g., natural disasters, workplace safety threats, evacuations, etc.) (SP)

Recommend a security plan for a business (SP)

Instructional Area: Professional Development

Knowledge and Skill Statement: Understands concepts, tools, and strategies used to explore, obtain, and develop in a human resources management career.

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

Performance Indicators:

Explain career opportunities in human resources management (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.) (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 (SP)

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

Utilize human resources publications (e.g., books, periodicals, newsletters) to update human-resources skills (SP)

Instructional Area: Strategic Management

Knowledge and Skill Statement: Understands tools, techniques, and systems that affect human resources management's ability to plan, control, and organize

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 (SP)

Operations Management focuses on planning, organizing, coordinating, and controlling the resources needed to produce/provide a business's goods and/or services. Examples of activities in Operations Management are quality control, scheduling, procurement, and warehousing. Sample occupations include:

Chief Operations Officer
Procurement Analyst
Quality Manager

Master Scheduler
Purchasing Manager
Supply Chain Manager

Instructional Area: Business Law

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

Performance Element: Apply knowledge of business contracts to establish business relationships.

Performance Indicators:

Discuss the nature of contract suspensions (SP)
Explain the nature of contract terminations (SP)

Performance Element: Understand laws regulating the vendor/supplier bidding process to facilitate business operations.

Performance Indicators:

Discuss regulations that affect the vendor/supplier bidding process (SP)

Instructional Area: Customer Relations

Knowledge and Skill Statement: Understands the techniques and strategies used to foster positive, ongoing relationships with customers

Performance Element: Foster positive relationships with customers to enhance sales.

Performance Indicators:

Explain the relationship between customer services and sales (CS)
Process customer orders (CS)
Process customer returns (CS)

Instructional Area: Financial Analysis

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

Performance Element: Utilize cost accounting methods to guide business decision-making.

Performance Indicators:

Discuss the relationship between operations management and accounting (SP)

Describe the nature of cost accounting decision making (SP)

Explain the nature of job costing (SP)

Describe the nature of activity-based costing (SP)

Discuss the implications of quality costs (SP)

Performance Element: Implement suitable internal accounting controls to ensure the proper recording of financial transactions.

Performance Indicators:

Explain the purpose of internal accounting controls (SP)

Instructional Area: Information Management

Knowledge and Skill Statement: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist operations management decision-making

Performance Element: Explain the role of technology to process and track customer orders.

Performance Indicators:

Describe the impact of technology on order processing (CS)

Explain the nature of universal product code (UPC) barcoding (SP)

Explain the nature of radio frequency identification (RFID) tags (SP)

Instructional Area: Operations

Knowledge and Skill Statement: Understands the processes and systems that operations managers implement to monitor, plan, and control the day-to-day business activities required for continued business functioning

Performance Element: Understand purchasing activities to obtain business materials and services.

Performance Indicators:

Describe the role of solicitations used in the purchasing process (SP)

Discuss the impact of vendor competition on purchasing (SP)

Discuss the importance of utilizing ethical purchasing methods (SP)

Explain the impact of the purchasing process on productivity (SP)

Discuss the nature of purchasing methods (SP)

Describe business objectives/strategies that influence purchasing (SP)

Performance Element: Acquire knowledge of organizational requirements to properly handle purchase requisitions.

Performance Indicators:

Discuss organizational requirements for purchase requisitions (SP)

Discuss priority procedures used by businesses for purchases (SP)

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

Performance Indicators:

Develop lists of sources (e.g. approved, preferred, partnered, certified, disqualified) (SP)

Conduct vendor/supplier search (SP)

Performance Element: Understand inventory control and management methods to maintain appropriate levels of stock/supplies.

Performance Indicators:

Explain methods of inventory control (SP)

Discuss stockless purchasing and inventory systems (SP)

Describe the process of supplier-managed inventory (SP)

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

Performance Indicators:

Determine reliability factors impacting the quality of a product/service (SP)

Test product/services for quality (SP)

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

Performance Element: Conduct supply chain management activities to coordinate the movement of materials, information, and funds into an organization and the movement of finished products/services out of an organization.

Performance Indicators:

Explain the nature of order cycle time (SP)

Explain types of supply chain activities (SP)

Describe the nature of inter-organizational supply chains (SP)

Discuss organizational dependence on effective supply chains (SP)

Discuss the nature of supply chain management (SP)

Describe the relationship between supply chain management and logistics (SP)

Performance Element: Manage innovation to gain competitive advantage in the marketplace.

Performance Indicators:

Discuss the nature of product-development management (SP)

Performance Element: Adjust the work capacity of an organization to meet predicted demands.

Performance Indicators:

Discuss the nature of capacity planning (SP)

Describe factors impacting demand (SP)

Instructional Area: Professional Development

Knowledge and Skill Statement: Understands concepts, tools, and strategies used to explore, obtain, and develop in an operations management career

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

Performance Indicators:

Adhere to company protocols and policies (CS)

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

Performance Indicators:

Explain career opportunities in operations management (SP)

Describe certifications for operations-management professionals (SP)

Performance Element: Explore professional development opportunities to enhance operations-management skills.

Performance Indicators:

Identify continuing education courses or programs available to enhance operations-management skills (SP)

Identify professional association opportunities for operations-management professionals (e.g., educational opportunities, networking, conferences, newsletters, publications) (SP)

Utilize operations-management publications (e.g., books, periodicals, newsletters) to update skills (SP)