

Business and Corporate Management Pathway

Career Cluster: Management and Administration

Cluster Big Idea:

- Organization

Cluster Enduring Understandings:

- Organization provides the framework for management.
- Management requires effective relationships and succinct communications.
- Managing a business requires an understanding of all business functions.

Cluster Essential Questions:

- How is business organized effectively?
- How is each employee responsible for an effective organization?
- What makes an effective manager?

Pathway Big Idea:

- Organization

Pathway Enduring Understandings:

- Management theories vary in presentation and effectiveness.
- Ethics determine the environment of a company.

Pathway Essential Questions:

- How do ethics play a role in management?
- How can a company be effectively managed?

Standard Statement: Students will apply management theories and functions to achieve organizational goals.

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Pathway Knowledge and Skills (what students should know and be able to do):

Knowledge	Skills
Various management theories and what they look like	Describe management
What a managerial position responsibilities are	Create a business plan
Organization of plans and positions is requisite	Identify leadership styles
What role ethics play in running a company	Set goals
Crucial components of a quality business environment	Motivate others
Why relationships are important inside and outside the actual company	Apply performance measurements
What risk is and how it factors into all aspects of management	Demonstrate organization skills
How finances impacts decision making	Problem solving
	Structure an organizational plan
	Measure profitability
	Analyze vendor/supplier relationships
	Interpret budgets

Pathway Careers: Chief Executive, General Manager, Accounting Manager, Accounts Payable Manager, Assistant Credit Manager, Billing Manager, Business and Development Manager, Compensation and Benefits Manager, Credit and Collections Manager, Payroll Manager, Risk Manager, Operations Manager, Public Relations Manager, Human Resource Manager, Management Analyst, Facilities Manager, Association Manager, Meeting and Convention Planner, Administrative Services Manager, Sports and Entertainment Manager, Hospital Management, Government Management, Public Organization Management, Manufacturing Management, Purchasing Management, First Line Supervisor, Public Relations Specialist, Senior Manager, Management Trainee, Entrepreneur

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Instructional Area: Business Law

Performance Element BCM.01: Examine the diversity of laws and regulations surrounding business in the United States.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
Describe legal issues affecting businesses. Describe the nature of legally binding contracts. Discuss the nature of debtor-creditor relationships. Explain types of business ownership.	Explain the nature of contract exclusivity. Describe methods used to protect intellectual property.	Review the commerce laws and regulations that facilitate business operations. Review tax laws and regulations in order to adhere to governmental requirements. Identify the basic torts relating to business enterprises. Explain the nature of agency relationships. Discuss the nature of environmental law. Discuss the role of administrative law.
Performance Element BCM.02: Explore the importance of ethical and legal behavior in administration services.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	Explain the need for professional and ethical standards in administration services. Evaluate the responsibility of individuals to apply ethical standards.	Contrast consequences of unprofessional or unethical behavior. Discuss the legal ramifications of breaching rules and regulations.
Performance Element BCM.03: Understand legal activities that affect global trade to make business decisions.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	Describe barriers that restrict free trade. Explain government efforts that encourage global trade.	Comply with export licensing regulations. Obtain releases and clearances to export products. Describe customs regulations. Explain the nature of legal recourse in resolving global business disputes.

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Instructional Area: Customer Relations

Performance Element BCM.04: Foster positive relationships with customers to enhance company image.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
<p>Explain the nature of positive customer relationships.</p> <p>Demonstrate a customer-service mind-set.</p> <p>Reinforce service orientation through communication.</p> <p>Respond to customer inquiries.</p> <p>Explain business policies to customers.</p>	<p>Explain the role of employees in customer relations.</p> <p>Interpret business policies to customers/clients.</p> <p>Handle customer complaints.</p>	<p>Determine ways to reinforce company image through employee promise.</p> <p>Analyze management’s role in customer relations.</p>

Instructional Area: Economics

Performance Element BCM.05: Understand fundamental economic concepts to obtain a foundation for employment in business.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
<p>Distinguish between economic goods and economic services.</p> <p>Explain the concept of economic resources.</p> <p>Describe the concepts of economics and economic activities.</p> <p>Determine economic utilities created by business activities.</p> <p>Explain the principles of supply and demand.</p> <p>Describe the functions of prices in markets.</p>	<p>Explain the types of economic systems.</p> <p>Discuss the concept of private enterprise.</p> <p>Identify factors affecting business profit.</p> <p>Determine factors affecting business risk.</p>	<p>Illustrate the concept of competition.</p> <p>Evaluate how markets function.</p>

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Performance Element BCM.06: Understand the nature of business and how business contributes to society.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
<p>Explain the role of business in society.</p> <p>Describe types of business activities.</p> <p>Discuss the global environment in which businesses operate.</p> <p>Explain the nature of business ethics.</p>	<p>Explain how accounting impacts business.</p> <p>Explain the concept of fiscal policies.</p> <p>Interpret the relationship between government and business.</p> <p>Describe the nature of taxes.</p> <p>Forecast the impact of business activity cycles.</p>	<p>Describe the effects of fiscal and monetary policies.</p> <p>Explain the impact of the law of diminishing returns.</p> <p>Evaluate the nature of cost-benefit analysis.</p> <p>Analyze relationships between total revenue, marginal revenue, output, and profit.</p> <p>Measure the impact of cultural and social environments on global trade.</p>
Performance Element BCM.07: Recognize global trade impact on business activities to guide business decision-making.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Discuss the impact of globalization on business.</p> <p>Explain cultural considerations that impact global business relations.</p> <p>Describe the impact of electronic communication tools (e.g., Internet, video- and computer-conferencing, web casts, email) on global business activities.</p> <p>Explain the impact of major trade alliances on business activities.</p> <p>Explain the impact of a country's economic development on world trade.</p>	<p>Discuss the potential impact of emerging economies on business activities.</p> <p>Describe the impact of the political environment on world trade.</p> <p>Explain the impact of geography on world trade</p> <p>Analyze the impact of a country's history on world trade.</p>

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Performance Element BCM.08: Manage internal and external business relationships to foster positive interactions.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Explain the impact of business customs and practices on global trade.</p> <p>Describe the nature of business customs and practices in the North American market.</p> <p>Explain the nature of business customs and practices in Europe.</p> <p>Explain the nature of business customs and practices in Latin America.</p> <p>Describe the nature of business customs and practices in the Pacific Rim.</p> <p>Discuss the nature of business customs and practices in the Middle East.</p>	

Instructional Area: Financial Analysis

Performance Element BCM.09: Understand the fundamental principles of money needed to make financial exchanges.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
<p>Explain the role of finance in business.</p> <p>Explain forms of financial exchange (e.g., cash, credit, debit, and electronic funds transfer).</p> <p>Identify types of currency (e.g., paper money, coins, banknotes, government bonds, and treasury notes).</p> <p>Describe sources of income (e.g., wages and salaries, interest, rent, dividends, and transfer</p>	<p>Explain the nature of business reporting requirements.</p> <p>Understand basic accounting procedures.</p> <p>Explain types of business ownership.</p> <p>Describe functions of money (e.g., medium of exchange, unit of measure, and store of value).</p> <p>Explain the time value of money.</p>	<p>Explain the purpose and importance of credit.</p>

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payments). Explain the time value of money.	Explain the purpose and importance of credit. Explain legal responsibilities associated with financial exchanges.	
Performance Element BCM.10: Acquire foundational knowledge regarding the nature and scope of financing and credit.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
Explain the nature of financial needs (e.g., college, retirement, wills, and insurance). Set financial goals. Develop a personal budget. Describe types of financial services providers. Describe the concept of insurance. Explain the concept of accounting. Explain the need for accounting standards, such as Generally Accepted Accounting Principles (GAAP). Describe the nature of budgets.	Implement accounting procedures to track money flow. Discuss the credit process. Explain legal responsibilities associated with financial exchanges. Describe the nature of budgets. Explain the purpose and importance of obtaining business credit. Determine financing needed for business operations.	Identify speculative business risks. Discuss the nature of risk management.
Performance Element BCM.11: Manage personal finances to achieve financial goals.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
Explain the nature of tax liabilities. Interpret a pay stub. Read and reconcile bank statements. Maintain financial records. Demonstrate the wise use of credit.	Validate credit history. Protect against identity theft. Prepare personal income tax forms.	

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Performance Element BCM.12: Understand the use of financial services providers in the achievement of financial goals.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
Describe types of financial services providers.	Explain types of investments. Describe the nature of budgets. Discuss considerations in selecting a financial services provider.	Explain the nature of capital investment. Establish investment goals and objectives.
Performance Element BCM.13: Implement accounting procedures to track money flow and determine financial status.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
Explain the concept of accounting. Explain the need for accounting standards, such as Generally Accepted Accounting Principles (GAAP). Implement basic accounting procedures.	Describe the nature of cash flow statements. Prepare cash flow statements. Evaluate the nature of balance sheets. Analyze the nature of income statements.	

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Performance Element BCM.14: Identify potential business threats and opportunities to protect the financial well-being of a business.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
Describe the concept of insurance.	Investigate insurance coverage. Evaluate insurance losses.	Identify speculative business risks. Explain the nature of risk management. Assess business risks. Assess task risks. Assess accounting risks. Assess legal risks. Evaluate speculative business risks. Assess business's potential to expand into new markets. Select risk-management strategies. Develop risk-management plan. Evaluate risk-management plan.
Performance Element BCM.15: Manage financial resources to ensure solvency.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
Describe the nature of budgets.	Explain the nature of operating budgets. Develop a company or department budget.	Forecast sales. Calculate financial ratios. Interpret financial statements. Monitor business's profitability.

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Performance Element BCM.16: Monitor business profitability.		
Performance Indicators: Core Level	Mid Level	Exit Level
	Follow established criteria to monitor the relationship between business profitability and vision.	Analyze vision statements for various businesses in terms of future trends. Utilize control practices and procedures for a planned business.
Performance Element BCM.17: Examine quality cost implications.		
Performance Indicators: Core Level	Mid Level	Exit Level
	Describe the functions of prices in markets. Establish cost and quality objectives.	Classify costs (e.g., direct and indirect, fixed and variable, and methods and standards). Classify quality costs (e.g., prevention, evaluation, and pre- and post-delivery failure).

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Instructional Area: Human Resources Management

Performance Element BCM.18: Illustrate how staff growth and development can increase productivity and employee satisfaction.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
<p>Discuss the nature of human resource management.</p>	<p>Orient new employees.</p> <p>Explain the role of training and human resource development.</p> <p>Explain the nature of management or supervisory training.</p> <p>Coach employees.</p> <p>Maintain an ongoing discussion of issues related to compensation.</p> <p>Supervise staff.</p> <p>Ensure equitable opportunities for employees.</p> <p>Help employees to prioritize their work responsibilities.</p> <p>Delegate work to others.</p> <p>Coordinate the efforts of cross-functional teams to achieve project or company goals.</p> <p>Manage collaborative efforts.</p> <p>Harmonize tasks, projects, and employees in the context of business priorities.</p> <p>Handle employee complaints and grievances.</p> <p>List ways to motivate members of a team.</p> <p>Promote innovation.</p> <p>Conduct planning meetings.</p> <p>Explain staff training methods.</p> <p>Assess employee performance.</p>	<p>Determine hiring needs.</p> <p>Screen job applications and résumés.</p> <p>Interview job applicants.</p> <p>Discuss employee compensation.</p> <p>Select and hire new employees.</p> <p>Conduct exit interviews.</p> <p>Dismiss or fire employees.</p> <p>Maintain human resource records.</p> <p>Explain issues associated with the payroll process.</p> <p>Explain the nature of remedial action.</p>

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	Implement organizational skills (e.g., create staff schedules).	
Performance Element BCM.19: Show the relationship between resolving staff issues and enhancing productivity.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Use effective communication to resolve problems with workflow.</p> <p>Respond appropriately to employees depending on their different personality traits.</p>	

Instructional Area: Marketing

Performance Element BCM.20: Understand the role and function of marketing in business and how marketing facilitates economic exchanges with customers.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
<p>Explain marketing and its importance in a global economy.</p> <p>Describe marketing functions and related activities.</p> <p>Explain the role of promotion as a marketing function.</p> <p>Explain types of promotion.</p> <p>Explain the nature and scope of selling.</p>		

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Performance Element BCM.21: Acquire foundational knowledge of customer and business behavior to understand what motivates decision making.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
<p>Explain customer and business buying behavior.</p> <p>Describe the need for marketing information.</p>	<p>Identify a company's unique selling proposition.</p> <p>Identify internal and external service standards.</p> <p>Discuss methods employees can use to motivate decision making.</p> <p>Identify information monitored for marketing decision making.</p> <p>Describe data collection methods (e.g., observations, mail, telephone, Internet, discussion groups, interviews, and scanners).</p> <p>Explain the concept of marketing strategies.</p> <p>Identify product opportunities.</p>	

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Performance Element BCM.22: Understand data collection methods and evaluate their appropriateness for the research issue in question.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Identify information monitored for marketing decision making.</p> <p>Describe data collection methods (e.g., observations, mail, telephone, Internet, discussion groups, interviews, and scanners).</p> <p>Explain the concept of marketing strategies.</p> <p>Explain the concept of market and market identification.</p> <p>Explain the nature of marketing plans.</p> <p>Explain factors that affect pricing decisions.</p> <p>Identify product opportunities.</p> <p>Identify methods and techniques used to generate a product idea.</p> <p>Generate product ideas.</p>	
Performance Element BCM.23: Produce a quality product or service that is consistent with a company's goals and objectives.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
		<p>Consider customer satisfaction in determining product and service characteristics (e.g., usefulness, price, operation, life, reliability, and cost of operation).</p> <p>Determine reliability factors (e.g., cost, human, and productivity).</p> <p>Achieve reliability through maintainability, good design, and design simplification.</p>

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		Test the product or service for reliability. Initiate predictive maintenance procedures.
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Instructional Area: Operations

Performance Element BCM.24: Understand operation's role and function in business to value its contribution to a company.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
Explain the nature of operations.		
Performance Element BCM.25: Understand the health and safety regulations that help support a safe work environment.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
Describe health and safety regulations in business. Explain procedures for reporting noncompliance with health and safety regulations. Follow instructions for the safe use of equipment, tools, and machinery. Follow safety precautions.	Maintain a safe work environment. Explain procedures for handling accidents. Handle and report emergency situations.	Identify potential safety issues. Establish safety policies and procedures. Explain routine security precautions. Follow established security policies and procedures. Protect company information and intangibles.
Performance Element BCM.26: Implement purchasing activities to obtain business supplies, equipment, and services.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
Explain the nature and scope of purchasing.	Manage the bid process in purchasing. Select vendors. Place orders and reorders. Maintain an inventory of supplies.	Maintain vendor/supplier relationships. Conduct vendor/supplier search. Establish bid specifications. Negotiate terms with vendors. Evaluate vendor performance.

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Performance Element BCM.27: Understand the role and function of production in business and recognize the need for production in a company.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
<p>Explain the concept of production.</p> <p>Describe production activities.</p>	<p>Utilize quality-control methods at work.</p> <p>Describe the crucial elements of a quality culture.</p> <p>Describe the role of management in the achievement of quality.</p> <p>Establish efficient operating systems.</p> <p>Explain the role of employees in expense control.</p> <p>Control the use of supplies.</p> <p>Identify quality-control measures.</p> <p>Explain the nature of overhead and operating costs.</p> <p>Explain production terms (e.g., production, operation, inputs, and outputs).</p> <p>Identify inputs for production used by companies.</p> <p>Distinguish between tangible and intangible outputs.</p>	<p>Negotiate service and maintenance contracts.</p> <p>Negotiate a lease or purchase of a facility.</p> <p>Develop expense control plans.</p> <p>Use budgets to control operations.</p> <p>Describe the importance of production to a company.</p> <p>Identify production activities.</p> <p>Describe the goals of production activities.</p> <p>Create a master production schedule.</p> <p>Identify factors required for a master production schedule.</p> <p>Calculate effective forecasting.</p> <p>Analyze product lead time.</p> <p>Use query reports for problems.</p> <p>Adjust long-term plan to maintain continuity.</p> <p>Prioritize the purchase of components with long lead times.</p> <p>Understand capacity levels so master production schedule does not inadvertently build in critical resource conflicts.</p> <p>Maintain data integrity.</p>

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Performance Element BCM.28: Develop policies and procedures to protect workplace security.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	Identify potential security issues.	Establish policies to protect company information and intangibles. Establish policies to maintain a non-hostile work environment. Establish policies and procedures to maintain the physical security of the work environment.
Performance Element BCM.29: Utilize project management skills to improve workflow and minimize costs.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	Explain the nature of a project life cycle. Coordinate schedules and activities. Plan meetings. Track project progress and results.	Explain the nature of project management. Develop a project plan. Manage projects. Evaluate project results.
Performance Element BCM.30: Maintain property and equipment to facilitate ongoing business activities.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
		Identify routine activities for maintaining business facilities and equipment. Plan a maintenance program.

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Performance Element BCM.31: Investigate vendor and supplier searches.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Identify sources of vendors and suppliers.</p> <p>Explain how technology can be used to conduct vendor and supplier searches.</p> <p>Describe procedures for conducting vendor and supplier searches.</p>	<p>Explain the reasons for analyzing vendors and suppliers.</p> <p>Cite the reasons why a business may want to choose more than one vendor or supplier.</p> <p>Use guidelines to choose vendors and suppliers.</p>
Performance Element BCM.32: Produce a quality product or service that is consistent with a company's goals and objectives.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
		<p>Consider customer satisfaction in determining product and service characteristics (e.g., usefulness, price, operation, life, reliability, and cost of operation).</p> <p>Determine reliability factors (e.g., cost, human, and productivity).</p> <p>Achieve reliability through maintainability, good design, and design simplification.</p> <p>Test the product or service for reliability.</p> <p>Initiate predictive maintenance procedures.</p>
Performance Element BCM.33: Apply risk-management policies and procedures for technology to minimize loss.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Adhere to technology safety and security policies (e.g., acceptable use policy, web page policies).</p> <p>Apply ergonomic techniques to technology tasks.</p> <p>Adhere to laws pertaining to computer crime, fraud, and abuse.</p>	<p>Follow procedures used to restart and recover from situations (e.g., system failure, virus infection).</p> <p>Follow policies to prevent loss of data integrity.</p> <p>Adhere to organization's policies for technology use.</p>

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Performance Element BCM.34: Maintain work flow to enhance productivity.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	Organize and prioritize work. Complete assigned tasks in a timely manner. Coordinate work with that of team members.	Coordinate submission of proposals. Assist with overflow work.
Performance Element BCM.35: Implement quality-control processes to minimize errors and to expedite workflow.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	Explain the nature of quality management. Identify quality-control measures. Utilize quality control methods at work. Describe crucial elements of a quality culture. Discuss the need for continuous improvement of the quality process.	Describe the role of management in the achievement of quality. Establish efficient operating systems. Develop continuous-improvement strategies. Develop a plan/program for quality achievement.
Performance Element BCM.36: Implement expense-control strategies to enhance a business's financial well-being.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	Explain the nature of overhead/operating costs. Explain employee's role in expense control.	Control use of supplies. Negotiate service and maintenance contracts. Negotiate lease or purchase of facility. Develop expense control plans. Use budgets to control operations.

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Performance Element BCM.37: Explain the nature and scope of purchasing.		
Performance Indicators: Core Level	Mid Level	Exit Level
	<p>Describe the importance of purchasing to business operations.</p> <p>Explain the importance of company purchasing policies.</p> <p>Describe different types of company purchasing policies.</p> <p>Explain how purchasing policies enable companies to obtain the right materials or services in the right quantities at the right time from the right source at the right price (e.g., just-in-time delivery).</p> <p>Identify steps in the buying process.</p> <p>Explain factors that indicate the need to make a buying decision.</p>	<p>Discuss the purchasing processes used to obtain materials, equipment, and supplies.</p> <p>Use ethical purchasing methods.</p> <p>Explain the importance of the buying process to productivity.</p>
Performance Element BCM.38: Describe the role of management in quality achievement.		
Performance Indicators: Core Level	Mid Level	Exit Level
	<p>Explain the importance of management's commitment to quality achievement.</p> <p>Describe tools that management can use to improve quality.</p> <p>Discuss steps that management can take to develop a plan or program to achieve quality.</p>	

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Performance Element BCM.39: Manage purchasing-and-supply chain.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Ascertain strategic purchasing agreements.</p> <p>Establish relationships with suppliers based on their performances.</p> <p>Mediate with the supplier on product, supply, and cost requirements.</p> <p>Determine the acceptability of the supplier and product.</p>	<p>Establish feedback and review systems.</p> <p>Illustrate why strategic supplier agreements are vital to research and development.</p> <p>Examine requirements for the distribution chain (e.g., just-in-time delivery).</p> <p>Determine key supply measures for the end-user customer.</p> <p>Implement a tracking system (e.g., bar code, manual, or electronic) to measure suppliers' performance.</p>
Performance Element BCM.40: Understand contract negotiation with vendors.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Describe what should be negotiated with vendors.</p> <p>Identify types of discounts that can be negotiated.</p> <p>Use guidelines in negotiating contracts with vendors.</p>	<p>Describe and write request for proposals (RFPs).</p>

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Instructional Area: Strategic Management

Performance Element BCM.41: Recognize the role and function of management and understand the contribution of management to business success.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
<p>Explain the concept of management.</p> <p>Explain the nature of business plans.</p>	<p>Develop business goals and objectives.</p> <p>Define business mission.</p> <p>Identify the nature of managerial ethics.</p> <p>Discuss the integration of management functions within an organization.</p> <p>Describe factors that influence management.</p> <p>Discuss the nature of global management.</p> <p>Explain management theories and their applications.</p>	<p>Conduct an organizational strengths, weaknesses, opportunities, and threats (SWOT) analysis.</p> <p>Explain external planning considerations.</p> <p>Develop an action plan.</p> <p>Develop a business plan.</p>
Performance Element BCM.42: Control company or department activities to encourage growth and development.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Describe the nature of managerial control.</p> <p>Describe the strategic planning process within an organization.</p> <p>Identify and set benchmarks for key performance indicators.</p>	<p>Analyze operating results in relation to a budget and the industry.</p> <p>Track the performance of a business plan.</p> <p>Develop company vision.</p> <p>Develop strategies for achieving company vision.</p> <p>Determine business's overall global strategy.</p> <p>Determine alternative actions to take when goals are not being met.</p> <p>Evaluate opportunities for potential company</p>

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		<p>changes.</p> <p>Develop processes that can be used to improve business results.</p> <p>Develop company's management plan.</p> <p>Analyze exit plan options.</p>
<p>Performance Element BCM.43: Design organizational structure to facilitate business activities.</p>		
<p>Performance Indicators:</p>		
Core Level	Mid Level	Exit Level
	<p>Explain the nature of organizational design.</p>	<p>Describe organizational structures for managing foreign business activities.</p> <p>Develop an organizational strategy for foreign businesses.</p> <p>Develop an organizational plan for human resources.</p>
<p>Performance Element BCM.44: Determine staffing needs to minimize costs while maximizing business contribution.</p>		
<p>Performance Indicators:</p>		
Core Level	Mid Level	Exit Level
	<p>Describe the nature of human-resources planning.</p>	<p>Explain approaches to the identification of human resources in foreign markets.</p> <p>Determine causes of staff turnover.</p>
<p>Performance Element BCM.45: Control organization's/department's activities to monitor business activities and to make business decisions.</p>		
<p>Performance Indicators:</p>		
Core Level	Mid Level	Exit Level
	<p>Discuss the importance of the coordinating/controlling role in the business environment.</p>	<p>Evaluate individual department's contribution to organizational effectiveness.</p> <p>Interpret internal information for strategic planning (e.g., financial/accounting, marketing, operations,</p>

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		<p>human resources, information technology, and individual employee data).</p> <p>Assess company's strategic-planning processes.</p>
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Instructional Area: General Management

Performance Element BCM.46: Describe business and corporate management.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Explain purpose of management in a business organization (e.g., leader, manager, organizer, spokesperson, problem solver, profit-maker).</p> <p>Identify management roles and situations in which managers perform in various roles and at various levels.</p> <p>Describe various functions of management (e.g., planning, leading, organizing, delegating, controlling).</p>	
Performance Element BCM.47: Discuss management functions and their integration within the business functions.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Identify key management functions (e.g., planning, organizing, leading/directing, evaluating/controlling).</p> <p>Discuss importance of vision, mission, and goal setting within the context of the business environment.</p> <p>Describe role of the strategic planning process.</p> <p>Identify business plan components.</p>	

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	<p>Explain how management uses various resources in the organizing process to accomplish goals.</p> <p>Describe how organizations provide accountability by delegating authority and assigning responsibility.</p> <p>Differentiate between leading and managing.</p> <p>Discuss various leadership styles.</p> <p>Discuss management skills necessary for leading/directing at various management levels.</p> <p>Discuss importance of the evaluating/controlling function in the business environment.</p> <p>Discuss alternative actions when goals are not being met for a specific situation (e.g., changing goals and strategies).</p> <p>Discuss measurements of performance.</p> <p>Identify the impact that various employment and social laws may have on leading and managing business.</p>	
<p>Performance Element BCM.48: Explain management theories and their application within the business environment.</p>		
<p>Performance Indicators:</p>		
<p>Core Level</p>	<p>Mid Level</p>	<p>Exit Level</p>
	<p>Identify and analyze management theories.</p> <p>Identify motivation theories that impact management (e.g., Maslow and Herzberg).</p>	<p>Discuss interrelationships of a variety of organizational models (e.g., line, line and staff, functional).</p> <p>Describe effects of group dynamics on group decision making and consensus building.</p>

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Performance Element BCM.49: Demonstrate management skills and responsibilities.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Outline functions of management that are needed to complete a given task.</p> <p>Demonstrate organizational skills.</p> <p>Apply problem-solving approach in making decisions.</p> <p>Investigate the impact of new technology on the workforce.</p>	<p>Investigate current trends in business.</p> <p>Analyze the physical layout of an office or business for its maximum efficiency.</p>
Performance Element BCM.50: Develop strategies to achieve company goals/objectives.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Describe importance of strategies in achieving company goals/objectives.</p> <p>Explain the relationship between strategies and goals/objectives.</p>	<p>Demonstrate procedures for developing strategies to achieve company goals/objectives.</p> <p>Develop an action plan that states goals, strategies, and objectives.</p> <p>Demonstrate ability to work successfully with customers.</p> <p>Develop negotiation skills.</p>
Performance Element BCM.51: Develop a staffing/organizational plan.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Describe purposes of organizational plans.</p> <p>Explain guidelines for developing a staffing/organizational plan.</p>	<p>Identify situations where outsourcing should be used for hiring needs.</p> <p>Identify sources of personnel for a small business.</p> <p>Assess alternatives to hiring permanent full-time</p>

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	<p>Use guidelines in creating an organizational plan.</p> <p>Determine staff and resource needs.</p> <p>Identify skills and qualities needed for specific jobs and careers.</p> <p>Diagram organizational structure.</p> <p>Plan human resource needs and determine the types of employees required.</p> <p>Design hiring procedures for a specific job.</p> <p>Develop job descriptions for positions in a business.</p>	employees.
Performance Element BCM.52: Develop a management plan for an enterprise.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
		<p>Develop a vision.</p> <p>Create a mission statement.</p> <p>Develop strategies for achieving the vision.</p> <p>Establish goals and objectives.</p> <p>Identify goal measurement (specific, measurable, achievable, realistic, time bound).</p> <p>Analyze exit plan options.</p>
Performance Element BCM.53: Describe crucial components of a quality culture.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Define quality management.</p> <p>Define continuous improvement of the quality process.</p> <p>Explain reasons businesses focus on quality</p>	<p>Explain strategies that can be implemented that will assist in continuous improvement.</p>

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	strategies. Explain importance of continuous improvement to business.	
Performance Element BCM.54: Describe the role of management in quality achievement.		
Performance Indicators: Core Level	Mid Level	Exit Level
	Explain importance of management’s commitment to quality achievement. Describe tools that management can use to improve quality.	Discuss steps that management can take to develop a plan/program for achievement of quality.
Performance Element BCM.55: Explain the nature of managerial ethics.		
Performance Indicators: Core Level	Mid Level	Exit Level
	Identify ethical considerations in supervising personnel. Explain impact of unethical treatment of personnel. Describe ethical issues confronting management. Explain how a manager’s ethics impacts those of employees.	Discuss factors that should be considered in developing a managerial code of ethics. Describe guidelines for treating personnel ethically.
Performance Element BCM.56: Analyze risk of business ownership.		
Performance Indicators: Core Level	Mid Level	Exit Level
	Describe risk faced by business owners. Explain ways business owners can protect themselves from risk. Describe ways that risk can be reduced through careful planning.	Explain principles of a sound risk management program. Evaluate appropriate levels of insurance for a business.

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	<p>Explain role of management in reducing business risk.</p> <p>Identify types of business insurance.</p> <p>Identify types of insurance needed for a business.</p>	
<p>Performance Element BCM.57: Explain types of business risk.</p>		
<p>Performance Indicators:</p>		
<p>Core Level</p>	<p>Mid Level</p>	<p>Exit Level</p>
	<p>Identify types of business risks.</p> <p>Explain how risk affects business.</p>	<p>Describe the nature of risk (e.g., pure risk or speculative risk).</p> <p>Identify examples of pure risk and speculative risk.</p> <p>Explain the ways in which businesses or managers can protect themselves from risk.</p> <p>Describe how careful planning can reduce risk.</p> <p>Explain the principles of a sound risk management program.</p> <p>Explain supplier or customer credit risk management and the effect on supply chain partners.</p>
<p>Performance Element BCM.58: Describe the impact that the finances of various departments have on an overall company.</p>		
<p>Performance Indicators:</p>		
<p>Core Level</p>	<p>Mid Level</p>	<p>Exit Level</p>
	<p>Explain the role of business in society.</p> <p>Describe types of business activity.</p> <p>Discuss how profit and loss affects each department in a company.</p> <p>Interpret a typical operating budget.</p>	

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Performance Element BCM.59: Implement a process to guide industry changes.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
		<p>Document and evaluate inputs and outcomes throughout the process.</p> <p>Roll out full-scale implementation.</p> <p>Evaluate the improvement process (e.g., cost-benefit analysis and impact analysis).</p>
Performance Element BCM.60: Identify international business success.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Describe the functions of prices in markets.</p> <p>Identify the cost of international business activities as well as the financial, economic, and social benefits.</p>	<p>Describe the potential economic and social contributions of global business decisions.</p>

Instructional Area: Business Professionals of America (BPA)

Performance Element BCM.61: Participate in professional activities to develop career skills and an awareness of employer expectations.
Performance Element BCM.62: Participate in civic activities and provide service to the chapter, school, community, or country.
Performance Element BCM.63: Participate in fiscal planning to help the organization finance its activities.
Performance Element BCM.64: Participate in entrepreneurial activities to gain knowledge of free enterprise.

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Performance Elements 65-86 should be integrated into all Instructional Areas.

Career Development

Performance Element BCM.65: Develop personality traits that foster career advancement.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
Identify desirable personality traits that are important for business professionals. Maintain a positive attitude. Demonstrate self-control. Exhibit cultural sensitivity. Exhibit self-confidence. Demonstrate initiative. Demonstrate interest and enthusiasm. Demonstrate responsible behavior. Demonstrate honesty and integrity. Demonstrate ethical work habits. Explain how feedback aids personal growth. Adjust to change. Respect the privacy of others. Show empathy for others.	Use appropriate assertiveness. Persuade others. Enlist others to work toward a shared vision. Explain the need for innovation skills. Make decisions. Demonstrate problem-solving skills. Demonstrate appropriate creativity. Use time-management skills.	Determine personal vision.

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Performance Element BCM.66: Acquire self-development skills to enhance relationships and improve efficiency in the work environment.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
<p>Maintain appropriate personal appearance.</p> <p>Explain the need for innovation skills.</p> <p>Set personal goals.</p> <p>Make decisions.</p> <p>Demonstrate problem-solving skills.</p> <p>Demonstrate appropriate creativity.</p> <p>Use time-management skills.</p>	<p>Recognize personal biases and stereotypes.</p> <p>Assess personal strengths and weaknesses.</p> <p>Use conflict-resolution skills.</p> <p>Motivate team members.</p> <p>Explain the concept of leadership.</p> <p>Examine professional responsibilities.</p> <p>Maintain appropriate personal appearance.</p> <p>Set personal goals.</p> <p>Compare personal and professional responsibilities.</p> <p>Define ethics in the workplace as it applies to confidentiality, punctuality, work environment and responsibilities.</p> <p>Discuss factors to consider in developing a managerial code of ethics.</p>	<p>Explain the nature of effective communication.</p> <p>Explain ethical considerations when releasing information.</p> <p>Encourage team building.</p> <p>Review the skills needed to find jobs and obtain employment.</p> <p>Participate in career planning to enhance the potential for job success.</p> <p>Utilize an established professional code of ethics.</p>
Performance Element BCM.67: Acquire knowledge of business and corporate management and implement job seeking skills to make informed career choices.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
<p>Utilize job-search strategies.</p> <p>Describe ways to obtain work experience (e.g., volunteer activities or internships).</p> <p>Complete a job application.</p>	<p>Assess personal interests and skills needed for success in business.</p> <p>Demonstrate adaptability.</p> <p>Explain the nature of management.</p>	<p>Compile career opportunities in business and corporate management.</p> <p>Employ career-advancement strategies in business and corporate management.</p> <p>Identify continuing education courses or programs</p>

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<p>Interview for a job.</p> <p>Write a follow-up letter after a job interview.</p> <p>Write a letter of application.</p> <p>Prepare a résumé.</p> <p>Use networking techniques to identify employment opportunities.</p> <p>Explain the need for an employee to engage in ongoing education.</p> <p>Explain possible advancement patterns for jobs.</p> <p>Identify the skills needed to enhance career progression.</p> <p>Utilize resources that can contribute to professional development (e.g., trade journals or periodicals, professional or trade associations, classes or seminars, trade shows, and mentors).</p>	<p>Analyze employer expectations in the business environment.</p> <p>Identify sources of career information.</p> <p>Explain employment opportunities in business.</p> <p>Explain career opportunities in business and corporate management.</p>	<p>available to enhance management skills.</p> <p>Describe certifications for management professionals (e.g., American Management Association [AMA], American National Standards Institute [ANSI]).</p> <p>Identify professional association opportunities for management professionals (e.g., educational opportunities, networking, conferences, newsletters, publications).</p> <p>Participate in professional organizations in management.</p>
Performance Element BCM.68: Understand and follow company rules and regulations to maintain employment.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Adhere to company policies.</p> <p>Follow rules of conduct.</p> <p>Follow chain of command.</p>	
Performance Element BCM.69: Achieve organizational goals to contribute to company growth.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Determine the nature of organizational goals.</p> <p>Define employee’s role in meeting organizational goals.</p>	<p>Establish performance standards to meet organizational goals.</p> <p>Monitor progress in achieving organizational goals.</p>

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Communication Skills

Performance Element MM.70: Read to acquire meaning and apply the information to a task.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
Identify sources that provide relevant, valid written material. Extract relevant information from written materials. Apply written directions to achieve tasks.		Analyze company resources to ascertain policies and procedures.
Performance Element MM.71: Apply active listening skills and demonstrate an understanding of what someone has said.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
Explain communication techniques that support and encourage a speaker. Follow oral directions. Demonstrate active listening skills.		

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Performance Element AS 72: Apply verbal skills to obtain and convey information.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
<p>Explain the nature of effective verbal communication.</p> <p>Ask relevant questions.</p> <p>Interpret nonverbal cues.</p> <p>Provide legitimate responses to inquiries.</p> <p>Give verbal directions.</p> <p>Employ communication styles that are appropriate for the target audience.</p> <p>Defend ideas objectively.</p> <p>Handle telephone calls in a professional manner.</p> <p>Participate in group discussions.</p> <p>Create oral presentations.</p>		
Performance Element MM.73: Record information to maintain and present a report of business activity.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
<p>Utilize note-taking strategies.</p> <p>Organize information.</p> <p>Select and use appropriate graphic aids.</p>		

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Performance Element MM.74: Write internal and external business correspondence to convey and obtain information effectively.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
<p>Explain the nature of effective written communication.</p> <p>Select and utilize appropriate formats for professional writing.</p> <p>Edit and revise written work to remain consistent with professional standards.</p> <p>Write professional e-mails.</p> <p>Write business letters.</p> <p>Write informational messages.</p> <p>Write inquiries.</p> <p>Write persuasive messages.</p> <p>Prepare simple written reports.</p>	<p>Design informational messages.</p> <p>Generate inquiries.</p> <p>Choose appropriate channels for workplace communication.</p> <p>Write research reports.</p>	<p>Update employees on business and economic trends.</p> <p>Write executive summaries.</p> <p>Write management reports.</p> <p>Write analytical reports (i.e., reports that examine a problem/issue and recommend an action).</p>
Performance Element BCM.75: Build interpersonal skills and use them with team members.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Explain the nature of positive customer relationships.</p> <p>Demonstrate a customer-service mind-set.</p> <p>Reinforce service orientation through communication.</p> <p>Demonstrate an understanding of group dynamics.</p> <p>Promote teamwork, leadership, and empowerment.</p> <p>Identify strategies for fostering creativity.</p>	<p>Demonstrate self-discipline, self-worth, a positive attitude, and integrity.</p> <p>Demonstrate flexibility and a willingness to learn new skills and acquire knowledge.</p> <p>Exhibit commitment to a company.</p>

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Performance Element BCM.76: Use reading strategies to follow instructions and decipher meaning, technical concepts, and vocabulary.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Use a reading strategy to achieve an intended purpose.</p> <p>Analyze information presented in a variety of formats, such as tables, lists, and figures.</p> <p>Identify key technical concepts and vocabulary.</p> <p>Interpret technical materials used.</p>	<p>Use information gathered from written material to lay out steps that can be applied to another task or in new situation.</p> <p>Write a set of directions for others that shares information learned and how to apply that information to another task or in a new situation.</p>
Performance Element BCM.77: Communicate with staff to clarify workplace objectives.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Explain the nature of staff communication.</p> <p>Choose appropriate channel for workplace communication.</p> <p>Participate in a staff meeting.</p>	<p>Provide directions for completing job tasks.</p> <p>Update employees on business and economic trends.</p> <p>Conduct a staff meeting.</p>
Performance Element BCM.78: Demonstrate management skills and responsibilities.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Outline the functions management must assume to complete a given task.</p> <p>Demonstrate organizational skills.</p> <p>Apply a problem-solving approach to make decisions.</p>	<p>Investigate the impact of new technology on the workforce.</p> <p>Investigate current trends in business.</p> <p>Analyze the physical layout of an office or business to achieve maximum efficiency.</p>

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Performance Element BCM.79: Discuss management functions and their integration with other business functions.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Identify key management functions (e.g., planning, organizing, leading, evaluating, and controlling).</p> <p>Discuss the importance of visions, missions, and goals within the business environment.</p> <p>Describe the purpose of the strategic planning process.</p> <p>Identify the components of a business plan.</p> <p>Explain how management uses various resources to accomplish goals.</p>	<p>Describe how companies delegate authority and assign responsibility to ensure accountability.</p> <p>Differentiate between leading and managing.</p> <p>Discuss various leadership styles.</p> <p>Discuss the skills necessary to lead or direct at various management levels.</p> <p>Discuss the importance of evaluating or controlling function in the business environment.</p> <p>Advanced Level (Optional):</p> <p>Discuss alternative actions when goals are not being accomplished (e.g., changing goals or strategies).</p> <p>Discuss measurements of performance.</p> <p>Identify how various employment and social laws may affect the leadership or management within a business.</p>
Performance Element BCM.80: Integrate product development with the operational process.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Explain outcome of product development integration to ensure structure and processes for implementing.</p> <p>Ensure product introduction checklists are in place.</p>	<p>Complete a chart outlining the team purpose.</p> <p>Outline the total product from the viewpoint of the end-user customer.</p>

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Information Management

Performance Element MM.81: Utilize information technology tools to manage and perform management work responsibilities.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
<p>Identify ways in which technology impacts business.</p> <p>Explain the role of information systems.</p> <p>Discuss principles of computer systems.</p> <p>Identify basic operating systems.</p> <p>Use a basic operating system.</p> <p>Describe the scope of the Internet.</p> <p>Demonstrate basic e-mail functions.</p> <p>Describe personal information management applications and productivity applications.</p> <p>Demonstrate advanced Internet search skills.</p> <p>Demonstrate basic word processing skills.</p> <p>Demonstrate basic presentation applications.</p> <p>Demonstrate basic database applications.</p> <p>Demonstrate basic spreadsheet applications.</p> <p>Use an integrated business software application package.</p>	<p>Analyze the impact of technology on business and corporate management.</p> <p>Apply software to automate services.</p>	<p>Determine types of technology needed by a company or agency.</p>

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Performance Element MM.82: Use information literacy skills to increase workplace efficiency and effectiveness.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
<p>Explain legal issues associated with the use of information.</p> <p>Assess information needs.</p> <p>Obtain needed information efficiently.</p> <p>Evaluate the quality and source of information.</p> <p>Apply information to accomplish a task.</p> <p>Store information for future use.</p>	<p>Describe the nature of business records.</p> <p>Maintain customer records.</p> <p>Manage information sources (e.g., where to look, what exists, and how to manage data).</p>	<p>Describe current business trends.</p> <p>Monitor internal records for business information.</p>
Performance Element BCM.83: Use appropriate software to produce business documents.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
<p>Use an integrated business software application package.</p> <p>Demonstrate basic spreadsheet applications.</p>	<p>Select and use software appropriate for the type of document being produced.</p> <p>Create a Web page using the appropriate software.</p>	<p>Create and maintain data using database management software.</p> <p>Compose and edit a wide variety of documents using standard office software.</p>
Performance Element BCM.84: Establish and follow procedures to manage records.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	<p>Collect and organize oral and written information.</p> <p>Implement a filing system appropriate for the media or documents that are being stored.</p> <p>Implement a retention system appropriate for the media or documents that are being stored.</p>	<p>Identify optimal methods of records management.</p> <p>Perform electronic and manual filing operations.</p> <p>Maintain inventory records.</p> <p>Determine when it is necessary to perform an audit of records.</p>

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Performance Element BCM.85: Prepare scheduling functions.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
Use time-management skills.	Create calendars or schedules using manual and electronic means. Use software applications to maintain appointment calendars that contain addresses, e-mail addresses, and phone numbers.	
Performance Element BCM.86: Perform basic computer system operations, maintenance, and troubleshooting.		
Performance Indicators:		
Core Level	Mid Level	Exit Level
	Use a logical and structured approach to identify and resolve problems.	Use a variety of resources (e.g., hardware, software, or online resources) to identify and resolve problems. Use technical language in order to communicate with support technicians.