

Business Management & Administration Career Cluster

1. Utilize mathematical concepts, skills and problem solving to obtain necessary information for decision-making in business.

BM 1.1: Solve mathematical problems using numbers and operations.

Sample Indicators:

- *Recognize relationships among numbers.*
- *Employ mathematical operations.*
- *Evaluate and perform computations successfully.*
- *Predict reasonable estimations.*

BM 1.2: Apply algebraic skills to make business decisions.

Sample Indicators:

- *Recognize patterns and mathematical relations.*
- *Use algebraic symbols to represent, solve and analyze mathematical problems.*
- *Construct mathematical models from real-life situations.*
- *Represent changes in quantities mathematically.*
- *Determine rate of change mathematically.*
- *Interpret graphical and numerical data.*

BM 1.3: Employ measurement skills to make business decisions.

Sample Indicators:

- *Recognize measurable attributes of objects.*
- *Assess measurements correctly.*

BM 1.4: Perform data analysis to make business decisions.

Sample Indicators:

- *Formulate questions effectively.*
- *Select and organize relevant data.*
- *Organize useful data.*
- *Express answers to questions appropriately.*
- *Employ appropriate statistical methods in data analysis.*
- *Develop and evaluate inferences and predictions.*
- *Apply basic concepts of probability.*

BM 1.5: Evaluate the accuracy of mathematical responses using problem-solving techniques.

Sample Indicators:

- *Identify problem-solving techniques.*
- *Model a variety of problem-solving strategies.*
- *Review and adjust problem-solving strategies, when needed.*

2. Describe laws, rules and regulations as they apply to effective business operations.

BM 2.1: Obtain and provide information in a business setting.

Sample Indicators:

- *Demonstrate respect of others' privacy.*
- *Explain ethical considerations in providing information.*
- *Employ procedures to protect confidential information.*
- *Determine information appropriate to obtain from a client or another employee.*

BM 2.2: Demonstrate ethical behaviors in the workplace.

Sample Indicators:

- *Explain the nature of business ethics.*
- *Demonstrate responsible behavior.*
- *Demonstrate honesty and integrity.*
- *Demonstrate ethical work habits.*

BM 2.3: Manage internal and external business relationships to foster positive interactions.

Sample Indicators:

- *Demonstrate fairness to personnel at work.*
- *Describe ethics in human resources issues.*

BM 2.4: Describe the nature and scope of business laws and regulations.

Sample Indicators:

- *Discuss the nature of law and sources of law in the United States.*
- *Describe legal issues affecting businesses.*

3. Explore, develop and apply strategies for ensuring a successful business career.

BM 3.1: Develop self-understanding to recognize the impact of personal actions on others.

Sample Indicators:

- *Describe the nature of emotional intelligence.*
- *Explain the concept of self-esteem.*
- *Recognize personal biases and stereotypes.*
- *Assess personal strengths and weaknesses.*

BM 3.2: Develop personal traits and behaviors to foster career advancement.

Sample Indicators:

- *Identify desirable personality traits important to business.*
- *Exhibit a positive attitude.*
- *Exhibit self-confidence.*
- *Demonstrate interest and enthusiasm.*

- *Demonstrate initiative.*
- *Demonstrate positive working relationships.*

BM 3.3: Implement job-seeking skills to obtain employment.

Sample Indicators:

- *Utilize job-search strategies.*
- *Complete a job application.*
- *Demonstrate appropriate job interview techniques.*
- *Write a follow-up letter after job interviews.*
- *Write a letter of application.*
- *Prepare a résumé.*
- *Use networking techniques to identify employment opportunities.*

BM 3.4: Utilize career-advancement activities to enhance professional development.

Sample Indicators:

- *Describe techniques for obtaining work experience (e.g., volunteer activities, internships).*
- *Explain the need for ongoing education as a worker.*
- *Explain possible advancement patterns for jobs.*
- *Identify skills needed to enhance career progression.*
- *Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows and mentors).*

BM 3.5: Utilize career-planning to enhance job-success potential.

Sample Indicators:

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

4. Identify, demonstrate and implement solutions in managing effective business customer relationships.

BM 4.1: Perform customer service activities to support customer relationships and encourage repeat business.

Sample Indicators:

- *Demonstrate appropriate customer service.*
- *Develop and implement Customer Satisfaction Survey.*
- *Evaluate Customer Satisfaction Survey results for changes in customer service.*

BM 4.2: Utilize technology to facilitate customer relationship management and workplace communication.

Sample Indicators:

- *Utilize and explain the use of word processing, spreadsheets, databases, electronic presentations, Web pages, electronic conferencing and other electronic work tools in customer (CRM) and workplace communication.*
- *Use CRM technology and workplace communication surveys.*

5. Implement systems, strategies and techniques used to manage information in a business.

BM 5.1: Explain the nature and scope of knowledge management practices within a business.

Sample Indicators:

- *Explain the nature of knowledge management.*
- *Discuss the role of ethics in knowledge management.*
- *Explain the use of technology in knowledge management.*
- *Examine and utilize legal considerations for knowledge management.*

BM 5.2: Use knowledge management strategies to improve the performance and competitive advantage of an organization.

Sample Indicators:

- *Identify techniques that can be used to capture and transfer knowledge in an organization.*
- *Assess factors causing loss of organizational knowledge and evaluate ways to eliminate these factors.*
- *Identify and incorporate knowledge-management strategies.*

6. Implement, monitor and evaluate business processes to ensure efficiency and quality results.

BM 6.1: Explain the nature and scope of quality management practices within a business.

Sample Indicators:

- *Identify and explain the four components of quality management (planning, control, assurance and improvement).*
- *Describe the nature of quality management frameworks (e.g., Six Sigma, ITIL, CMMI).*
- *Discuss the need for continuous improvement of the quality process.*

BM 6.2: Identify management principles utilize for continuous quality improvement.

Sample Indicators:

- *Identify internal and external customers and asses the requirements for meeting and exceeding customer expectations.*
- *Create and maintain an internal environment of leadership that fully involves the people within the organization.*
- *Develop and implement activities and related resources utilize in the quality process.*

- *Identify, understand and manage all interrelated processes as a system for effective and efficient achievement of meeting quality.*
- *Analyze data and other information for factual decision making in the quality process.*
- *Develop and maintain beneficial relationships between the organization and suppliers/customers.*

Administrative Support Career Pathway (BM-ADM)

1. Plan, staff, lead and organize human resources to enhance employee productivity and satisfaction.

BM-ADM 1.1: Develop program for improving employee satisfaction.

Sample Indicators:

- *Assess areas needing improvement in employee satisfaction through interview techniques.*
- *Utilize strength finder assessment programs to determine employees' strengths.*
- *Analyze data from employee interviews and strength assessments to determine areas of need.*
- *Develop appropriate programs/benefits to improve employee satisfaction.*

BM-ADM 1.2: Manage staff growth and development.

Sample Indicators:

- *Assess training needs of staff on organizational systems.*
- *Determine appropriate training methods.*
- *Assess organizational human resource needs based on job requirements.*

BM-ADM 1.3: Identify the components of a Human Resource Department.

Sample Indicators:

- *Identify laws regulating human resource departments.*
- *Discuss responsibilities of human resource departments.*
- *Develop a draft advertisement for employee vacancy.*
- *Model a simulated interview.*

2. Access, evaluate and disseminate information for business decision making.

BM-ADM 2.1: Perform scheduling functions to facilitate on-time, prompt completion of work activities.

Sample Indicators:

- *Develop, maintain and verify information for appointment calendar and schedule.*
- *Schedule and organize travel arrangements.*
- *Schedule and organize meeting arrangements.*

BM-ADM 2.2: Manage business records to maintain needed documentation.

Sample Indicators:

- *Process and route/report customer orders.*
- *Maintain and file records electronically/manually.*
- *Collect documentation needed to compile reports.*
- *Develop and maintain shipping practices.*
- *Set up a filing system appropriate for the media/documents being stored.*
- *Control incoming/outgoing documentation process.*
- *Develop retention system appropriate for the media/documents being stored.*
- *Archive information according to retention procedures.*
- *Audit records periodically.*

BM-ADM 2.3: Prepare documentation of business activities to communicate with internal/external clients.

Sample Indicators:

- *Prepare documents, reports and RFPs (Request for Proposal).*
- *Proofread documents, reports and RFPs.*
- *Prepare financial data.*

BM-ADM 2.4: Utilize information technology tools to manage and perform work responsibilities.

Sample Indicators:

- *Demonstrate advanced level skills in appropriate software applications (i.e., word-processing, presentation applications, database, spreadsheets) utilized within the business.*
- *Analyze databases for information and evaluate for appropriate business usage.*
- *Utilize appropriate technology to develop applications and optimize the administrative effectiveness of business.*

BM-ADM 2.5: Select document type and layout to produce business letters.

Sample Indicators:

- *Determine use of document (e.g., sales, claims, good news).*
- *Prepare with correct layout.*
- *Use correct grammar, spelling, punctuation and other English mechanics.*
- *Key without error.*

BM-ADM 2.6: Select appropriate writing method to produce a variety of reports.

Sample Indicators:

- *Determine purpose of report.*
- *Select proper method of writing (e.g., short, informal).*
- *Prepare tables, graphs and graphics.*
- *Use references and prepare notations and bibliography.*
- *Use correct grammar, spelling, punctuation and other English mechanics.*

- *Key without error.*

BM-ADM 2.7: Practice accounting guidelines to reconcile bank statements.

Sample Indicators:

- *Record transactions to manage cash fund accounts.*
- *Record and prepare bank deposits.*
- *Analyze bank statement and compare to checkbook.*

3. Plan, monitor and manage day-to-day business activities.

BM-ADM 3.1: Utilize office equipment to accomplish administrative service related job assignments.

Sample Indicators:

- *Operate office equipment appropriate to the type of business.*
- *Troubleshoot and identify technical problems with office equipment.*
- *Employ technical support services when needed.*

BM-ADM 3.2: Abide by risk-management policies and procedures for technology to minimize loss.

Sample Indicators:

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

BM-ADM 3.3: Maintain work flow to enhance productivity.

Sample Indicators:

- *Organize and prioritize work.*
- *Complete assigned tasks in a timely manner.*
- *Coordinate work with that of team members.*
- *Assist with overflow work.*
- *Coordinate submission of proposals.*

BM-ADM 3.4: Utilize project management skills to start, run and complete projects.

Sample Indicators:

- *Coordinate schedules and activities.*
- *Plan meetings.*

BM-ADM 3.5: Implement processes for purchasing business supplies, equipment and services.

Sample Indicators:

- *Maintain vendor/supplier relationships.*
- *Conduct vendor/supplier search.*
- *Negotiate terms with vendors.*

BM-ADM 3.6: Establish procedures to maintain equipment and supplies.

Sample Indicators:

- *Determine equipment needed.*
- *Determine supplies needed.*
- *Establish equipment and supplies maintenance system.*
- *Schedule equipment maintenance procedure.*
- *Utilize equipment and supplies maintenance procedures.*

Business Information Management Career Pathway (BM-BIM)

1. Describe and follow laws and regulations affecting business operations and transactions.

BM-BIM 1.1: Apply knowledge of business contracts to establish business relationships.

Sample Indicators:

- *Discuss the nature of contract suspensions.*
- *Explain the nature of contract terminations.*
- *Issue a business contract.*

BM-BIM 1.2: Apply knowledge of laws and regulations to establish effective business practices.

Sample Indicators:

- *Analyze appropriate laws and regulations for specific type of business.*
- *Explain how these laws/regulations determine business practices.*
- *Develop business guidelines based on appropriate laws/regulations.*

2. Plan, monitor, manage and maintain the use of financial resources to ensure a business's financial well-being.

BM-BIM 2.1: Utilize cost accounting methods to guide business decisions pertaining to quality.

Sample Indicators:

- *Discuss the implications of quality costs.*
- *Calculate quality costs (e.g. prevention, appraisal, failure).*

BM-BIM 2.2: Manage risk to protect a business's well-being.

Sample Indicators:

- *Explain the impact of risk on business.*

- *Discuss the nature of credit risk management.*
- *Discuss reasons to integrate risk management into business operations.*
- *Discuss the nature of enterprise risk management (ERM).*
- *Integrate risk management into business operations.*

BM-BIM 2.3: Implement suitable internal accounting controls to ensure the proper recording of financial transactions.

Sample Indicators:

- *Explain the purpose of internal accounting controls.*
- *Determine the components of internal accounting control procedures for a business.*
- *Maintain internal accounting controls.*

3. Access, evaluate and disseminate information for business decision making.

BM-BIM 3.1: Enhance usability of computer system operations.

Sample Indicators:

- *Explain issues involved in designing systems for different environments.*
- *Explain usability engineering methods.*
- *Develop or employ a professional service to construct a multimedia website.*
- *Support and maintain a multimedia website.*

BM-BIM 3.2: Use database software to create databases that facilitate business decision-making.

Sample Indicators:

- *Explain the principles of data analysis.*
- *Identify database trends.*
- *Explain the nature of tools that can be used to access information in the database system.*
- *Analyze company's data requirements.*
- *Choose appropriate software.*
- *Design a database to meet business requirements.*
- *Define fields and type of data.*
- *Enter database structure.*
- *Define relationships of tables.*

BM-BIM 3.3: Use data entry techniques to enter information in databases.

Sample Indicators:

- *Access appropriate information in the database system.*
- *Create a meaningful data set in a data warehouse.*
- *Enter and edit, as appropriate, data into databases, tables and/or forms.*
- *Create interface user form for easier entry of data.*
- *Import and/or export databases.*

BM-BIM 3.4: Use commands to retrieve data and create reports from databases.

Sample Indicators:

- *Retrieve data from tables and queries.*
- *Create queries.*
- *Create and print reports.*
- *Manipulate data in the database management system.*

BM-BIM 3.5: Apply data mining methods to acquire pertinent information for business decision-making.

Sample Indicators:

- *Discuss the nature of data mining.*
- *Describe data mining tools and techniques.*
- *Discuss the importance of ethics in data mining.*
- *Demonstrate basic data mining techniques.*
- *Interpret data mining findings.*

BM-BIM 3.6: Use a computer's operating system to execute work responsibilities.

Sample Indicators:

- *Move files in the computer operating system.*
- *Create directories.*

BM-BIM 3.7: Use technology to support business strategies and operations.

Sample Indicators:

- *Explain methods used to develop the technological infrastructure.*
- *Identify the management information requirements of an organization.*
- *Discuss the nature of enterprise architecture.*
- *Align technology with business needs.*

4. Plan, monitor and manage day-to-day business activities to sustain continued business functioning.

BM-BIM 4.1: Utilize project management processes to plan a business project.

Sample Indicators:

- *Identify the need for a business project.*
- *Initiate and design a business project.*

BM-BIM 4.2: Utilize project management processes to conduct a business project.

Sample Indicators:

- *Implement a project.*
- *Manage the project team.*
- *Monitor a business project.*

- *Minimize a business project's errors.*
- *Conclude a business project.*

BM-BIM 4.3: Manage purchasing activities to obtain the best service/product for the project at the least cost.

Sample Indicators:

- *Maintain vendor/supplier relationships.*
- *Establish bid specifications.*
- *Negotiate terms with vendors.*
- *Analyze vendor bids and award project.*

BM-BIM 4.4: Utilize business analysis methods and techniques to improve business functions and activities.

Sample Indicators:

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

BM-BIM 4.5: Develop requirements and solutions to improve business processes, performance, or people.

Sample Indicators:

- *Plan the requirements development process.*
- *Identify stakeholder requirements.*
- *Validate requirements.*
- *Ensure the usability of a proposed solution.*

BM-BIM 4.6: Manage quality-control processes to minimize errors and to improve processes.

Sample Indicators:

- *Test product/service for quality.*
- *Determine reliability factors impacting the quality of a product/service.*
- *Develop continuous-improvement strategies.*
- *Develop a plan/program for quality achievement.*

5. Plan, organize and manage an organization/department to achieve business goals.

BM-BIM 5.1: Coordinate information management and business management to aid in business planning.

Sample Indicators:

- *Explain the strategic role of information systems/information communication technology within an organization.*

- *Determine risks and rewards of developing a strategic role for information systems/information communication technology.*
- *Integrate information systems planning with business planning.*

BM-BIM 5.2: Analyze available software packages for equipment used in business settings.

Sample Indicators:

- *Determine equipment/technology and supplies needed.*
- *Establish the needed maintenance system for office equipment/technology and peripherals.*
- *Schedule and utilize equipment maintenance procedures.*
- *Operate appropriate office equipment.*
- *Develop inventory and maintenance procedures for supplies.*

General Management Career Pathway (BM-MGT)

1. Describe and follow laws and regulations affecting business operations and transactions.

BM-MGT 1.1: Describe how government/legal activities affect global trade.

Sample Indicators:

- *Describe customs regulations.*
- *Practice export licensing regulations.*
- *Arrange releases and clearances to export products.*
- *Explain the nature of legal recourse in resolving global business disputes.*

BM-MGT 1.2: Apply regulations for business expansion to meet government requirements and industry standards.

Sample Indicators:

- *Utilize domestic laws governing business expansion.*
- *Utilize laws governing global expansion.*

2. Access, evaluate and disseminate information for business decision making.

BM-MGT 2.1: Write internal and external analytical reports that examine a problem/issue and recommend an action.

Sample Indicators:

- *Discuss ideas and information from analytical reports with stakeholders.*
- *Determine the appropriate action to be taken to solve the problem/issue.*

BM-MGT 2.2: Utilize information from analytical reports to develop/implement organizational projects.

Sample Indicators:

- *Develop a plan of action.*
- *Implement the appropriate action to required changes.*
- *Evaluate the implementation of the plan of action.*

3. Apply economic concepts fundamental to global business operations.

BM-MGT 3.1: Describe global trade's impact on business activities.

Sample Indicators:

- *Discuss the impact of globalization on business.*
- *Explain cultural considerations that impact global business relations.*
- *Describe the impact of electronic communication tools on global business activities.*
- *Explain the impact of major trade alliances on business activities.*
- *Describe the impact of the political environment on world trade.*
- *Explain the impact of geography on world trade.*
- *Describe the impact of a country's history on world trade.*
- *Explain the impact of a country's economic development on world trade.*
- *Discuss the potential impact of emerging economies on business activities.*

BM-MGT 3.2: Analyze pricing in global markets.

Sample Indicators:

- *Examine ways to manage risk related to exchange rate fluctuation.*
- *Describe the factors that influence prices in foreign markets.*
- *Explain the role of quality standards in pricing.*
- *Describe pricing methods used by global businesses.*

BM-MGT 3.3: Examine payment considerations.

Sample Indicators:

- *Explain the importance of programs available for export financing.*
- *Explain the advantages and disadvantages of accepting payments in host country currency.*

4. Employ and manage techniques, strategies and systems to enhance business relationships.

BM-MGT 4.1: Demonstrate managerial ethics.

Sample Indicators:

- *Use ethics in staff supervision.*
- *Explain the nature of managerial ethics.*

BM-MGT 4.2: Manage internal and external intercultural business relationships.

Sample Indicators:

- *Explain and discuss the impact of business customs and practices on global trade to include the North American, European, Latin American, Pacific Rim and Middle Eastern markets.*

- *Explain and describe how cultural differences impact business customs in global trade.*
- *Develop scenarios of business transactions and explain differences between global transactions and transactions within a country.*

5. Plan, monitor, manage and maintain the use of financial resources to ensure a business's financial well-being.

BM-MGT 5.1: Manage business risks to protect a business's finances.

Sample Indicators:

- *Identify the business's risks.*
- *Assess business, task, accounting and legal risks.*
- *Evaluate speculative business risks.*
- *Assess business's potential to expand into new markets.*
- *Select risk-management strategies.*
- *Develop and evaluate risk-management plan.*

BM-MGT 5.2: Manage financial resources to ensure solvency.

Sample Indicators:

- *Interpret cash-flow statements.*
- *Monitor the business's profitability.*

6. Plan, monitor and manage day-to-day business activities to sustain continued business functioning.

BM-MGT 6.1: Manage purchasing activities to obtain the best service/product at the least cost.

Sample Indicators:

- *Maintain vendor/supplier relationships.*
- *Negotiate terms with vendors.*
- *Establish bid specifications.*
- *Analyze vendor responses to Request for Proposal (RFP) bid specifications.*

BM-MGT 6.2: Manage quality-control processes to minimize errors and to expedite workflow.

Sample Indicators:

- *Explain the nature of quality management.*
- *Discuss the need for continuous improvement of the quality process.*
- *Develop continuous-improvement strategies.*
- *Develop a plan/program for quality achievement.*

7. Plan, organize and manage an organization/department to achieve business goals.

BM-MGT 7.1: Explain management's role in contributing to successful business operations.

Sample Indicators:

- Describe factors that influence management.
- Discuss the nature of global management.
- Explain management theories and their applications.

BM-MGT 7.2: Plan organization's/department's activities to guide and support decisions and to ensure that staff focus on priorities.

Sample Indicators:

- Describe the strategic planning process within an organization.
- Develop strategies for achieving company vision.
- Determine alternative actions to take when goals are not being met.

BM-MGT 7.3: Develop business plans to meet company needs.

Sample Indicators:

- Develop company vision.
- Determine business's overall global strategy.
- Develop company's management plan.

BM-MGT 7.4: Plan for future company growth to guide company operations.

Sample Indicators:

- Evaluate opportunities for potential company changes.
- Develop processes that can be used to improve business results.
- Analyze exit plan options.

BM-MGT 7.5: Design organizational structure to facilitate business activities.

Sample Indicators:

- Describe organizational structures for managing foreign business activities.
- Develop an organizational plan for human resources.
- Develop an organizational strategy for foreign businesses.

BM-MGT 7.6: Determine staffing needs to minimize costs while maximizing business contribution.

Sample Indicators:

- Describe the nature of human-resources planning.
- Explain approaches to the identification of human resources in foreign markets.
- Determine causes of staff turnover.

BM-MGT 7.7: Control organization's/department's activities to monitor business activities and to make business decisions.

Sample Indicators:

- *Discuss the importance of the coordinating/controlling role in the business environment.*
- *Evaluate individual department's contribution to organizational effectiveness.*
- *Apply benchmarking techniques.*
- *Interpret internal information for strategic planning (e.g., financial/accounting, marketing, operations, human resources, information technology and individual employee data).*
- *Assess company's strategic-planning processes.*
- *Adjust growth projections impacting facilities and equipment to foster profitable operations.*

BM-MGT 7.8: Apply performance standards to evaluate employees.

Sample Indicators:

- *Identify and communicate performance standards.*
- *Identify and communicate policies and procedures for reviewing performance.*
- *Track performance indicators and develop performance reports.*

BM-MGT 7.9: Develop timely responses to employee performance evaluations.

Sample Indicators:

- *Provide feedback response on employee's performance.*
- *Implement performance improvement plans.*
- *Amend employee work plans to account for performance evaluation results.*
- *Provide strategies for rewarding employee performance.*

BM-MGT 7.10: Determine benchmarks to use in evaluating company performance.

Sample Indicators:

- *Identify benchmarks of best firms in like business/industry with similar processes.*
- *Identify and set benchmarks for key performance indicators based on comparison with other similar business/industry.*
- *Compare results and processes of business/industry to own business/industry.*
- *Utilize the determined benchmarks to measure company performance.*
- *Develop plans for improvement or adaptation of best practices based on performance results.*

8. Create strategic plans used to manage business growth, profit and goals.

BM-MGT 8.1: Develop and implement strategic plan.

Sample Indicators:

- *Identify types of strategic plan most appropriate to your business/industry.*
- *Develop and update strategic plan at the inception of business and at least annually.*
- *Devise the operational roll-out of strategic initiatives.*

BM-MGT 8.2: Analyze strategic plans.

Sample Indicators:

- *Review progress of plan on a quarterly basis.*
- *Assess results for revision of strategic plan.*

Human Resources Management Career Pathway (BM-HR)

1. Describe and follow laws and regulations affecting human resource operations.

BM-HR 1.1: Implement human resources laws and regulations to ensure equitable treatment of employees and to meet government requirements.

Sample Indicators:

- *Explain unfair labor practices.*
- *Comply with compensation and benefit laws.*
- *Determine human resources management's legal responsibility in maintaining labor relations.*
- *Recognize and participate in collective-bargaining process.*

BM-HR 1.2: Identify and manage training on laws and regulations.

Sample Indicators:

- *Determine training needs of employees through surveys and interviews.*
- *Implement training programs and evaluate results through follow-up surveys.*

2. Access, evaluate and disseminate information for human resources management decision making.

BM-HR 2.1: Communicate with staff to clarify workplace expectations and benefits.

Sample Indicators:

- *Maintain confidentiality in dealing with personnel.*
- *Describe elements of a human resources management's communications program.*
- *Implement communication diversity strategies.*
- *Describe compensation and benefits plan and policies to workforce.*

BM-HR 2.2: Manage internal and external business relationships to influence organizational decision-making.

Sample Indicators:

- *Establish strategic relationships with individuals/teams in the business.*
- *Establish alliances with key individuals and groups to share best practices.*

3. Motivate and supervise personnel to achieve completion of projects and business goals.

BM-HR 3.1: Model behaviors and actions to effectively motivate and lead people.

Sample Indicators:

- *Identify and describe strategies that provide performance incentives.*
- *Model leadership skills and lead employees toward innovative ideas and/or critical thinking ability.*
- *Identify benefits of continuous learning and/or professional development and provide opportunities for employees to participate.*

BM-HR 3.2: Model behaviors and actions to effectively motivate and lead change.

Sample Indicators:

- *Identify and describe reasons for macro- and micro-economic change (change in the community, industry, internal and external operations).*
- *Explain and lead employees toward macro- and micro-economic change (change in the community, industry, internal and external operations).*

BM-HR 3.3: Model behaviors and actions to effectively motivate and promote the use of teamwork in the workplace.

Sample Indicators:

- *Describe the interrelationships, interactions and communications required for teaming.*
- *Develop and implement team operating procedures.*
- *Describe and be able to adopt the tools/resources that facilitate working in teams (Webex, Groupware, etc.).*
- *Exhibit the ability to be flexible and allow for the adaptations in work that team-tasking requires.*
- *Identify and select evaluation mechanisms to promote teamwork.*

4. Plan, monitor and manage the use of financial and human resources to ensure a business's financial well-being.

BM-HR 4.1: Manage financial resources to maintain and evaluate human resources expenses.

Sample Indicators:

- *Prepare and maintain human resources development budget.*
- *Evaluate cost of a human resources development program.*

BM-HR 4.2: Manage technology to effectively utilize financial resources.

Sample Indicators:

- *Identify software applications that enhance financial resource planning.*
- *Identify and implement technology for recruitment, hiring and training of human resources.*
- *Identify manual applications that can be utilized in case of technology failure.*

5. Plan, staff, lead and organize human resources to enhance productivity and satisfaction.

BM-HR 5.1: Make termination and transition decisions that meet company goals.

Sample Indicators:

- *Establish criteria for termination.*
- *Ensure termination procedures are in compliance with federal, state and local laws.*
- *Document communications with employees during termination procedures.*
- *Conduct exit interview with employee following termination.*

BM-HR 5.2: Develop programs to assist in meeting needs of separated and transitional employees.

Sample Indicators:

- *Determine employee needs for employment transition.*
- *Research materials and methods available to assist with transition.*
- *Communicate employment programs available.*

BM-HR 5.3: Describe the nature and scope of human resource management models.

Sample Indicators:

- *Explain human resources management functions.*
- *Describe phases of human resources management.*
- *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.).*

BM-HR 5.4: Plan talent-acquisition activities to guide human resources management decision-making.

Sample Indicators:

- *Describe planning techniques used in the hiring process (e.g., succession planning, forecasting, etc.).*
- *Evaluate the use of alternative staffing methods (e.g., outsourcing, telecommuting, etc.).*
- *Assess availability of qualified applicants.*
- *Classify jobs.*
- *Establish employee-selection procedures.*
- *Develop strategies to market the organization to potential employees.*
- *Develop a staffing plan.*

BM-HR 5.5: Implement talent-acquisition activities to obtain qualified staff.

Sample Indicators:

- *Administer and interpret employee selection tests.*
- *Assess employees' potential for growth and development in the organization.*
- *Make job offer.*
- *Explain contingency factors affecting job offer (e.g., background checks, drug tests, physical results, etc.).*

- *Evaluate the effectiveness of recruitment sources.*

BM-HR 5.6: Control talent-acquisition activities to improve efficiencies of human resources selection.

Sample Indicators:

- *Use staffing metrics to assess effectiveness of hiring decisions (e.g., cost benefit analysis, costs-per-hire, selection ratios, adverse impact, etc.).*
- *Develop hiring policies and procedures.*

BM-HR 5.7: Conduct on-boarding activities to facilitate employee start-up.

Sample Indicators:

- *Perform post-employment offer activities.*
- *Explain the use of employment contracts.*
- *Explain standard relocation practices.*
- *Assist with employee relocation.*
- *Describe expatriation and repatriation issues and practices.*
- *Evaluate effectiveness of new-employee orientation.*
- *Assess effectiveness of training.*

BM-HR 5.8: Determine employee-development needs to foster staff's growth and professional development.

Sample Indicators:

- *Assess employee skills.*
- *Conduct task/process analysis.*
- *Assess company's learning needs.*

BM-HR 5.9: Administer human resources development activities.

Sample Indicators:

- *Write training activities.*
- *Select subject matter experts for employee-development activities.*
- *Conduct gap and/or needs analysis to identify human resources development needs.*
- *Determine issues impacting human resources development (e.g., organizational culture and policies, societal norms, etc.).*
- *Apply human resources development theories.*
- *Implement employee-development program.*
- *Develop training program.*
- *Assess human resources development program effectiveness.*

BM-HR 5.10: Control human resources management activities to maintain workforce standards.

Sample Indicators:

- *Assist with establishment of work rules*
- *Implement informal performance appraisals.*

- *Assist supervisors with performance appraisal tools.*
- *Develop written performance management procedures.*
- *Develop human resources policy/procedure manual.*

BM-HR 5.11: Build employer-employee relationships to foster productivity.

Sample Indicators:

- *Describe ways that businesses build positive employer-employee relationships.*
- *Assess effectiveness of employee-relations activities.*
- *Develop employee-relations programs.*

BM-HR 5.12: Resolve staff issues/problems to enhance productivity and improve employee relationships.

Sample Indicators:

- *Explain labor-relations issues.*
- *Describe out-placement procedures and activities used in layoffs.*
- *Document employee issues.*
- *Discipline employees.*
- *Participate in dispute resolution.*
- *Determine the strategic importance of employee exit.*
- *Adhere to employment-at-will regulations.*
- *Release staff due to layoffs.*

BM-HR 5.13: 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.

Sample Indicators:

- *Explain the nature of organizational development.*
- *Apply organizational development theories.*
- *Evaluate human resources management's contribution to organizational effectiveness.*

6. Plan, monitor and manage day-to-day business activities to foster a healthy and safe work environment.

BM-HR 6.1: Explain human resources health and safety issues.

Sample Indicators:

- *Describe general health and safety practices monitored and assessed by human resources management.*
- *Discuss the nature of incident and emergency response plans.*
- *Describe the nature of employee-assistance programs.*
- *Explain the nature of employee fitness/wellness programs.*
- *Discuss human resources management issues resulting from employee's drug use and dependency.*

BM-HR 6.2: Troubleshoot health and safety problems to foster a safe work environment.

Sample Indicators:

- *Identify potential workplace violence conditions.*
- *Identify and maintain business's security when terminating employees.*
- *Implement workplace injury/occupational illness procedures (e.g., worker's compensation, OSHA).*
- *Assess compliance with all applicable workplace health and safety laws and regulations.*
- *Facilitate investigation procedures of workplace safety, health and security enforcement agencies.*

BM-HR 6.3: Develop and analyze human resources safety and security programs, practices and services.

Sample Indicators:

- *Identify and implement an emergency response and business recovery plan.*
- *Identify and implement an incidence response plan.*
- *Evaluate incident and emergency response plans (e.g., natural disasters, workplace safety threats, evacuations, etc.).*
- *Identify and implement a security plan for a business.*
- *Evaluate security plans to protect the company from liability.*
- *Develop/select injury/occupational illness prevention programs.*
- *Develop/select safety training and incentive programs.*
- *Implement an employee-assistance program.*
- *Assess employee fitness/wellness programs.*
- *Evaluate effectiveness of safety training and incentive programs.*

7. Plan, organize and implement compensation, benefits, health and safety programs.

BM-HR 7.1: Implement strategic planning processes to guide human resources management decision-making.

Sample Indicators:

- *Explain how human resources management participates in a company's strategic planning process.*
- *Determine the strategic importance of organizational exit.*
- *Develop organizational change-management program.*
- *Facilitate activities to enable strategic management process implementation.*
- *Evaluate human resources management's contribution to organizational effectiveness.*

BM-HR 7.2: Evaluate organization's strategic planning and policy-making processes to guide decision-making.

Sample Indicators:

- *Apply environmental scanning techniques to assess strategic planning processes.*

- *Apply results of environmental scan to business goals/objectives.*
- *Evaluate organizational change-management program.*

BM-HR 7.3: Identify employee benefit options to attract and keep qualified employees.

Sample Indicators:

- *Explain the nature of benefit plans.*
- *Explain the nature of retirement plans.*

BM-HR 7.4: Analyze compensation functions to meet employee expectations and to remain competitive with other employers.

Sample Indicators:

- *Identify emerging compensation issues.*
- *Analyze pay rates.*
- *Evaluate compensation policies and procedures.*

BM-HR 7.5: Select compensation system to match management's goals and attract employees.

Sample Indicators:

- *Explain payroll functions.*
- *Select a payroll system.*
- *Explain the components of compensation system.*
- *Determine components of compensation system.*
- *Discuss the nature of executive compensation.*
- *Identify pay structures.*
- *Determine pay grade of job.*

BM-HR 7.6: Select benefit options to offer employees.

Sample Indicators:

- *Conduct benefits needs assessment.*
- *Design a retirement plan.*
- *Establish a benefits plan.*

BM-HR 7.7: Analyze benefit plans to maximize employee satisfaction while minimizing human resources costs.

Sample Indicators:

- *Explain methods that can be used to analyze benefit plans.*
- *Evaluate benefits plan.*

BM-HR 7.8 Analyze and select employee fitness/wellness program to facilitate employee well-being.

Sample Indicators:

- *Explain types of fitness/wellness programs offered by businesses.*
- *Assess company's employee fitness/wellness program.*

BM-HR 7.8: Assess and develop company's health and safety programs to ensure compliance with regulations and employee protection.

Sample Indicators:

- *Implement workplace injury/occupational illness procedures.*
- *Evaluate effectiveness of company's injury/occupational illness prevention programs.*
- *Set up company's injury/occupational illness prevention programs*

Operations Management Career Pathway (BM-OM)

1. Describe and follow laws and regulations affecting business operations and transactions.

BM-OM 1.1: Apply knowledge of business contracts to establish business relationships.

Sample Indicators:

- *Discuss the nature of contract suspensions.*
- *Explain the nature of contract terminations.*
- *Prepare and award a service/goods contract.*

BM-OM 1.2: Explain laws regulating the vendor/supplier bidding process to facilitate business operations.

Sample Indicators:

- *Discuss regulations that affect the vendor/supplier bidding process.*
- *Develop and evaluate bid specifications for an identified project based on laws regulating the process.*

2. Develop and maintain positive customer relationships.

BM-OM 2.1: Maintain positive customer service.

Sample Indicators:

- *Explain the relationship between customer services and sales.*
- *Process customer orders and returns.*

BM-OM 2.2: Utilize customer relationship management skills.

Sample Indicators:

- *Develop and implement a customer satisfaction and idea survey.*
- *Evaluate survey responses to revise or employ new ideas for customer satisfaction.*
- *Implement customer ideas and suggestions for better service.*
- *Maintain customer database for personal contacts.*

3. Apply inventory tracking systems to facilitate operational controls.

BM-OM 3.1: Utilize tools, strategies and systems to develop and maintain operational controls.

Sample Indicators:

- *Identify departments of the business/industry that are to be included in operational controls.*
- *Identify appropriate tools, strategies and systems for operational controls that are appropriate for the business/industry.*
- *Assess current tools, strategies and systems used against those identified and make appropriate recommendations for deletions, revisions, or additions.*
- *Determine if the business/industry will use in-house or out-sourced systems.*
- *Assess information obtained from operational control systems to determine the success/failure of the business/industry.*
- *Communicate information from assessment to appropriate stakeholders.*

BM-OM 3.2: Understand inventory tracking technology to facilitate operational control.

Sample Indicators:

- *Describe the impact of technology on order processing*
- *Explain the nature of universal product code (UPC) barcoding.*
- *Explain the nature of radio frequency identification (RFID) tags.*

4. Plan, monitor and manage day-to-day business activities to maintain and improve operational functions.

BM-OM 4.1: Understand purchasing activities to obtain business materials and services.

Sample Indicators:

- *Describe the role of solicitations used in the purchasing process.*
- *Discuss the impact of vendor competition on purchasing.*
- *Discuss the importance of utilizing ethical purchasing methods.*
- *Examine the impact of the purchasing process on productivity.*
- *Evaluate the nature of purchasing methods.*
- *Describe business objectives/strategies that influence purchasing.*

BM-OM 4.2: Explain organizational requirements for properly handling purchase requisitions.

Sample Indicators:

- *Describe types of purchase orders.*
- *Discuss organizational requirements for purchase requisitions.*
- *Discuss priority procedures used by businesses for purchases.*
- *Examine budgetary procedures for purchase requisitions.*

BM-OM 4.3: Implement purchasing policies to ensure cost and quality control.

Sample Indicators:

- *Maintain vendor/supplier relationships.*
- *Develop lists of sources (e.g., approved, preferred, partnered, certified, disqualified).*
- *Conduct a vendor/supplier search.*
- *Negotiate terms with vendors.*
- *Formulate bid specifications.*

BM-OM 4.4: Discuss inventory control strategies used to maintain appropriate levels of stock/supplies.

Sample Indicators:

- *Discuss and evaluate types of inventory.*
- *Assess methods of inventory control.*
- *Discuss stockless purchasing and inventory systems.*
- *Describe the process of supplier-managed inventory.*

BM-OM 4.5: Plan the production of products/services.

Sample Indicators:

- *Explain the factors impacting a master production schedule.*
- *Create a master production schedule.*
- *Evaluate the effectiveness and efficiency of a production schedule.*

BM-OM 4.6: Manage quality control processes to maximize operational effectiveness and expedite workflow.

Sample Indicators:

- *Explain the nature of quality management.*
- *Determine reliability factors impacting the quality of a product/service.*
- *Test product/services for quality.*
- *Discuss the need for continuous improvement of the quality process.*
- *Develop continuous-improvement strategies.*
- *Develop a plan/program for quality achievement.*

BM-OM 4.7: Conduct supply chain management activities.

Sample Indicators:

- *Explain the nature of order cycle time.*
- *Explain types of supply chain activities.*
- *Describe the nature of inter-organizational supply chains.*
- *Discuss organizational dependence on effective supply chains.*
- *Discuss the nature of supply chain management.*
- *Describe the relationship between supply chain management and logistics.*
- *Describe types of supply chain management decisions (e.g., location, production, inventory, transportation).*
- *Assess and implement supply chain management strategies.*

BM-OM 4.8: Evaluate knowledge management strategies.

Sample Indicators:

- *Explain the role of organizational culture in knowledge management implementation.*
- *Assess knowledge management strategies.*

BM-OM 4.9: Use innovation to gain competitive advantage in the marketplace.

Sample Indicators:

- *Discuss the nature of product-development management.*
- *Explain ways to align product-development plans with business strategy.*
- *Describe methods for recognizing opportunities for innovation.*
- *Implement product-development management strategies.*

BM-OM 4.10: Manage the work capacity of an organization to meet predicted demands.

Sample Indicators:

- *Discuss the nature of capacity planning.*
- *Describe factors impacting demand.*
- *Explain types of capacity planning (e.g., lead strategy, lag strategy, match strategy).*
- *Plan work capacity.*