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 assess 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 workflow 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 incident 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.