



COLLEGE AND CAREER READY

A WORLD-CLASS EDUCATION FOR MILITARY-CONNECTED STUDENTS

Business Management & Administration Career Cluster (BM)

1. Utilize mathematical concepts, skills and problem solving to obtain necessary information for decision making in business.
2. Describe laws, rules and regulations as they apply to effective business operations.
3. Explore, develop and apply strategies for ensuring a successful business career.
4. Identify, demonstrate and implement solutions in managing effective business customer relationships.
5. Implement systems, strategies and techniques used to manage information in a business.
6. Implement, monitor and evaluate business processes to ensure efficiency and quality results.



Business Management Career Pathway (BM-MGT)

1. Describe and follow laws and regulations affecting business operations and transactions.
2. Access, evaluate and disseminate information for business decision making.
3. Apply economic concepts fundamental to global business operations.
4. Employ and manage techniques, strategies and systems to enhance business relationships.
5. Plan, monitor, manage and maintain the use of financial resources to ensure a business's financial well-being.
6. Plan, monitor and manage day-to-day business activities to sustain continued business functioning.
7. Plan, organize and manage an organization/department to achieve business goals.
8. Create strategic plans used to manage business growth, profit and goals.





Business Management & Administration Career Cluster (BM)

 BM	Standard	Performance Elements	Sample Indicators
BM 1	Utilize mathematical concepts, skills and problem solving to obtain necessary information for decision-making in business.	1. Solve mathematical problems using numbers and operations.	<ul style="list-style-type: none"> Recognize relationships among numbers. Employ mathematical operations. Evaluate and perform computations successfully. Predict reasonable estimations.
		2. Apply algebraic skills to make business decisions.	<ul style="list-style-type: none"> 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.
		3. Employ measurement skills to make business decisions.	<ul style="list-style-type: none"> Recognize measurable attributes of objects. Assess measurements correctly.
		4. Perform data analysis to make business decisions.	<ul style="list-style-type: none"> 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.
		5. Evaluate the accuracy of mathematical responses using problem-solving techniques.	<ul style="list-style-type: none"> Identify problem-solving techniques. Model a variety of problem-solving strategies. Review and adjust problem-solving strategies, when needed.
BM 2	Describe laws, rules and regulations as they apply to effective business operations.	1. Obtain and provide information in a business setting.	<ul style="list-style-type: none"> 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.
		2. Demonstrate ethical behaviors in the workplace.	<ul style="list-style-type: none"> Explain the nature of business ethics. Demonstrate responsible behavior. Demonstrate honesty and integrity. Demonstrate ethical work habits.
		3. Manage internal and external business relationships to foster positive interactions.	<ul style="list-style-type: none"> Demonstrate fairness to personnel at work. Describe ethics in human resources issues.
		4. Describe the nature and scope of business laws and regulations.	<ul style="list-style-type: none"> Discuss the nature of law and sources of law in the United States. Describe legal issues affecting businesses.



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 BM	Standard	Performance Elements	Sample Indicators
<p style="text-align: center;">BM 3</p>	<p style="text-align: center;">Explore, develop and apply strategies for ensuring a successful business career.</p>	<p>1. Develop self-understanding to recognize the impact of personal actions on others.</p>	<ul style="list-style-type: none"> • Describe the nature of emotional intelligence. • Explain the concept of self-esteem. • Recognize personal biases and stereotypes. • Assess personal strengths and weaknesses.
		<p>2. Develop personal traits and behaviors to foster career advancement.</p>	<ul style="list-style-type: none"> • Identify desirable personality traits important to business. • Exhibit a positive attitude. • Exhibit self-confidence. • Demonstrate interest and enthusiasm. • Demonstrate initiative. • Demonstrate positive working relationships.
		<p>3. Implement job-seeking skills to obtain employment.</p>	<ul style="list-style-type: none"> • 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.
		<p>4. Utilize career-advancement activities to enhance professional development.</p>	<ul style="list-style-type: none"> • 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).
		<p>5. Utilize career-planning to enhance job-success potential.</p>	<ul style="list-style-type: none"> • 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.



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BM 	Standard	Performance Elements	Sample Indicators
BM 4	Identify, demonstrate and implement solutions in managing effective business customer relationships.	1. Perform customer service activities to support customer relationships and encourage repeat business.	<ul style="list-style-type: none"> • Demonstrate appropriate customer service. • Develop and implement Customer Satisfaction Survey. • Evaluate Customer Satisfaction Survey results for changes in customer service.
		2. Utilize technology to facilitate customer relationship management and workplace communication.	<ul style="list-style-type: none"> • 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.
BM 5	Implement systems, strategies and techniques used to manage information in a business.	1. Explain the nature and scope of knowledge management practices within a business.	<ul style="list-style-type: none"> • 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.
		2. Use knowledge management strategies to improve the performance and competitive advantage of an organization.	<ul style="list-style-type: none"> • 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.
BM 6	Implement, monitor and evaluate business processes to ensure efficiency and quality results.	1. Explain the nature and scope of quality management practices within a business.	<ul style="list-style-type: none"> • 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.
		2. Identify management principles utilize for continuous quality improvement.	<ul style="list-style-type: none"> • 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.



Business Management Career Pathway (BM-MGT)

 BM-MGT	Standard	Performance Elements	Sample Indicators
BM-MGT 1	Describe and follow laws and regulations affecting business operations and transactions.	1. Describe how government/legal activities affect global trade.	<ul style="list-style-type: none"> 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.
		2. Apply regulations for business expansion to meet government requirements and industry standards.	<ul style="list-style-type: none"> Utilize domestic laws governing business expansion. Utilize laws governing global expansion.
BM-MGT 2	Access, evaluate and disseminate information for business decision making.	1. Write internal and external analytical reports that examine a problem/issue and recommend an action.	<ul style="list-style-type: none"> Discuss ideas and information from analytical reports with stakeholders. Determine the appropriate action to be taken to solve the problem/issue.
		2. Utilize information from analytical reports to develop/implement organizational projects.	<ul style="list-style-type: none"> Develop a plan of action. Implement the appropriate action to required changes. Evaluate the implementation of the plan of action.
BM-MGT 3	Apply economic concepts fundamental to global business operations.	1. Describe global trade's impact on business activities.	<ul style="list-style-type: none"> 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.
		2. Analyze pricing in global markets.	<ul style="list-style-type: none"> 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.
		3. Examine payment considerations.	<ul style="list-style-type: none"> Explain the importance of programs available for export financing. Explain the advantages and disadvantages of accepting payments in host country currency.



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BM-MGT 	Standard	Performance Elements	Sample Indicators
BM-MGT 4	Employ and manage techniques, strategies and systems to enhance business relationships.	1. Demonstrate managerial ethics.	<ul style="list-style-type: none"> • Use ethics in staff supervision. • Explain the nature of managerial ethics.
		2. Manage internal and external intercultural business relationships.	<ul style="list-style-type: none"> • 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.
BM-MGT 5	Plan, monitor, manage and maintain the use of financial resources to ensure a business's financial well-being.	1. Manage business risks to protect a business's finances.	<ul style="list-style-type: none"> • 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.
		2. Manage financial resources to ensure solvency.	<ul style="list-style-type: none"> • Interpret cash-flow statements. • Monitor the business's profitability.
BM-MGT 6	Plan, monitor and manage day-to-day business activities to sustain continued business functioning.	1. Manage purchasing activities to obtain the best service/product at the least cost.	<ul style="list-style-type: none"> • Maintain vendor/supplier relationships. • Negotiate terms with vendors. • Establish bid specifications. • Analyze vendor responses to Request for Proposal (RFP) bid specifications.
		2. Manage quality-control processes to minimize errors and to expedite workflow.	<ul style="list-style-type: none"> • 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.
BM-MGT 7	Plan, organize and manage an organization/department to achieve business goals.	1. Explain management's role in contributing to successful business operations.	<ul style="list-style-type: none"> • Describe factors that influence management. • Discuss the nature of global management. • Explain management theories and their applications.
		2. Plan organization's/department's activities to guide and support decisions and to ensure that staff focus on priorities.	<ul style="list-style-type: none"> • 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.
		3. Develop business plans to meet company needs.	<ul style="list-style-type: none"> • Develop company vision. • Determine business's overall global strategy. • Develop company's management plan.
		4. Plan for future company growth to guide company operations.	<ul style="list-style-type: none"> • Evaluate opportunities for potential company changes. • Develop processes that can be used to improve



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			business results. <ul style="list-style-type: none"> Analyze exit plan options.
		5. Design organizational structure to facilitate business activities.	<ul style="list-style-type: none"> Describe organizational structures for managing foreign business activities. Develop an organizational plan for human resources. Develop an organizational strategy for foreign businesses.
		6. Determine staffing needs to minimize costs while maximizing business contribution.	<ul style="list-style-type: none"> Describe the nature of human-resources planning. Explain approaches to the identification of human resources in foreign markets. Determine causes of staff turnover.
		7. Control organization's/department's activities to monitor business activities and to make business decisions.	<ul style="list-style-type: none"> 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.
		8. Apply performance standards to evaluate employees.	<ul style="list-style-type: none"> Identify and communicate performance standards. Identify and communicate policies and procedures for reviewing performance. Track performance indicators and develop performance reports.
		9. Develop timely responses to employee performance evaluations.	<ul style="list-style-type: none"> 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.
		10. Determine benchmarks to use in evaluating company performance.	<ul style="list-style-type: none"> 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.



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BM-MGT 	Standard	Performance Elements	Sample Indicators
BM-MGT 8	Create strategic plans used to manage business growth, profit and goals.	1. Develop and implement strategic plan.	<ul style="list-style-type: none">• 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.
		2. Analyze strategic plan.	<ul style="list-style-type: none">• Review progress of plan on a quarterly basis.• Assess results for revision of strategic plan.