COLLEGIATE DECA HUMAN RESOURCE MANAGEMENT 2014-2015

1 PARTICIPANT | 1 CASE STUDY | PREP TIME 30 | PRESENTATION TIME 15

OBJECTIVE

The Human Resource Management event involves an individual participant analyzing a real-world human resource management case situation, then presenting solutions to a professional (judge) with experience in human resource management.

DESCRIPTION

The Human Resource Management event involves the participant's analysis of a human resource management case situation. This case situation is presented to the participant in written form.

The participants will assume the role of a management/supervisory level employee for the organization represented by the situation. The position of the judge(s) will be determined by the specific case situation.

FOR INTERNATIONAL COMPETITION

Each case study has a unique evaluation form that measures performance indicators specific to the situation with a possible one hundred (100) points possible. Preliminary round competition will consist of an evaluation of the presentation to the judge(s). Participants will be ranked by section and a predetermined number of participants will be named finalists. Finalists will be given a second case situation. The following guidelines will be applied to the presentations at the International Career Development Conference.

LEARNING OUTCOMES

Through the analysis of the case situation and the presentation of ideas to human resource management professionals (judges), the participants will develop or reinforce the following areas in relation to human resource management:

- Applying human resource management principles and techniques to the specific organizational environment
- Analyzing human resource situations, organizing thoughts and identifying solutions
- Demonstrating knowledge/understanding of personnel needs
- Organizing and communicating ideas and concepts effectively

HUMAN RESOURCE MANAGEMENT
PARTICIPANT INSTRUCTIONS

2014 2015

GUIDELINES FOR THE PRESENTATION

1. All materials, equipment, supplies, etc. must be provided by the participants. DECA assumes no responsibility for damage/loss of materials, equipment, supplies, etc.
2. The participant will be given a decision-making situation involving a management problem in the area of human resources.
3. Each participant will have thirty (30) minutes for analyzing the situation and preparing a presentation.
4. Participants may not consult anyone about the management situation.
5. A personal or laptop computer/hand-held digital organizer may be used when appropriate. Participants must use battery power for the prep time and presentation, even if there are electrical outlets in the room. Such digital organizers may be prepared ahead of time (i.e., standard headings for a PowerPoint presentation) provided there is no reference to the specific case situation.
6. Participants may bring materials to develop visual aids to assist them in their presentation. The supplies may consist of poster paper, flip charts, blank paper, and art supplies. Such visual aids may be prepared ahead of time (i.e., standard headings on a flip chart) provided there is no reference to the specific case situation.
7. Participants are allowed to bring reference materials to use in preparing their presentation. This may include electronic (such as CD encyclopedias) as well as print materials (such as magazines or textbooks).
8. Only materials that can be easily carried to and from the prep and judging areas by the actual participants will be permitted (includes any computer equipment, visual aids, reference materials, etc.). Only the participants themselves may handle and set up their material. No outside assistance will be allowed.
9. Any cell phone use, text messaging, email, etc. is prohibited during the entire competitive event.
10. Internet access is prohibited during the entire competitive event.
11. No specified set-up time will be allowed. All set up will be part of the allotted presentation time. Timing will begin when the participants enter the judging area (i.e. judge booth).
12. Materials appropriate for the situation may be handed to or left with the judge. Materials handed to the judge must be created using materials allowed during the designated preparation period.
13. Participants will interact with the judges for up to fifteen (15) minutes. This includes time for the participants to present their pattern of thought and reason for their decisions/recommendations and to answer the judge's questions.
14. When using a presentation aid, such as a lap-top computer, the noise level must be kept at a conversational level that does not interrupt other participants. If this guideline is not followed, the participant will be interrupted (during the prep or presentation time) and asked to follow the noise policy.
15. Competitors are also responsible for following the information provided in the General Rules and Regulations for competition found on pages 4 and 5.

Failure to follow guidelines may result in disqualification.

PRESENTATION SCHEDULE

Thirty (30) minutes to analyze the situation and prepare a response (prep time)

Fifteen (15) minutes for the participant's presentation and questions from the judges

Five (5) minutes for scoring by the judges

HUMAN RESOURCE MANAGEMENT
JUDGE INSTRUCTIONS

2014
2015

The Human Resource Management event was created by Collegiate DECA in response to the career opportunities available for college graduates in the area of human resource management.

A participant with a career interest in human resource management will analyze a case situation related to human resource management. The participant will make decisions/recommendations regarding the situation and make a presentation to you, the judge(s). This case situation is presented in written form.

The participant will assume the role of an employee responsible for human resource management for the organization represented by the situation. The role of the judge(s) will be determined by the specific case situation.

JUDGING THE PRESENTATION

1. To ensure fairness, at no time should a participant be asked where he/she is from (school, state, country, etc.).
2. Participants will be evaluated according to a specific evaluation form with the case study.
3. Participants will be scheduled for presentations at twenty (20) minute intervals. Remember, your role will be determined by the specific human resource management situation.
4. Please place the participant's name and identification number (using labels if provided) on the bubble score sheet as instructed (if not already done). If a bubble sheet has not been provided, this information must be placed on the evaluation form for this event.
5. You will interact with the participant for up to fifteen (15) minutes. This includes time for the participants to present to you based on the case study situation, and for you to make comments and ask questions.
6. To insure fairness, judges should develop 2 to 3 standard questions, based on the specific case, which will be asked of each team. (In developing the questions please consider that the students have to respond spontaneously). After asking the standard questions you may ask other questions for clarification specific to the current team.
7. Following the fifteen (15) minute interaction period, please thank the participant but give no indication of their performance/score. If appropriate to the situation, please state that a decision will be made soon and that the participant will be notified of the decision.
8. During the last five (5) minutes, after the participant is excused from the judging area, you may score the participant. Refer to the Evaluation Criteria section for the guidelines. On the bubble sheet provided, please bubble in the appropriate score and write the score on the corresponding line to verify accuracy. Please make sure not to exceed the maximum score possible for each item.

Please make sure to score all categories, add them for the total score, then initial the total score. The maximum score for the evaluation is one hundred (100) points.

Note: If a bubble score sheet is not provided, indicate your scores on the evaluation form.

PRESENTATION SCHEDULE | IN TWENTY (20) MINUTE INTERVALS

Fifteen (15) minutes for presentation by the participant and questions by the judges

Five (5) minutes for scoring by the judges

HUMAN RESOURCE MANAGEMENT
EVALUATION CRITERIA

2014
2015

EVALUATION CRITERIA

A score under the heading Exceeds Expectations in any category means that, in your opinion, the information is presented in an effective, creative way; in effect, nothing more could be expected of the participant, and the decisions/recommendations have been presented well.

A score under the heading Meets Expectations in any category means that, in your opinion, the information is presented well. There may be a few minor problems or omissions, but they are not significant. A solution which earns this level in every category for the presentation would probably receive strong consideration for implementation.

A score under the heading Below Expectations or Little/No Demonstration in any category means that some major flaw has been noted which damages the effectiveness of the presentation. This may be a major omission, a serious misstatement or any other major flaw.

JUDGING SUMMARY

Maximum score is 100 points. A score of 70 or better will earn the participant a Certificate of Excellence.

We hope you are impressed by the quality of work of these students with a career interest in the field of human resource management. If you have any suggestions for improving this event, please mention them to your event manager.

WE THANK YOU FOR YOUR HELP.

COLLEGIATE DECA

Award of Excellence

is hereby awarded this certificate in recognition of achieving all standards of performance in the

at the International Career Development Conference.

Executive Director, DECA Inc.

Date

DECA prepares emerging leaders and entrepreneurs in marketing, finance, hospitality and management.

Business Management and Administration Performance Indicators

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

1. Business Ethics
   - Business Administration Core + Business Management and Administration Cluster Core + General Management Pathway

2. Human Resource Management
   - Business Administration Core + Business Management and Administration Cluster Core + Human Resource Management Pathway

Draft Performance Indicators
2012 - 2013 Collegiate DECA Competitive Events

Performance Indicators for this competitive event are used to define the parameters of the written exam and other activities that are part of the overall competition. These performance indicators are a draft of the final document planned for release in the summer of 2013 for the 2014 events. This draft is the basis of events for the 2013 Collegiate DECA ICDC only.

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

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

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Instructional Area: Business Law

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

Performance Element: Acquire foundational knowledge of business laws and regulations to understand their nature and scope.
Performance Indicators:
Discuss the nature of law and sources of law in the United States (BL:067) (SP)
Describe the United States' judicial system (BL:068) (SP)
Describe legal issues affecting businesses (BL:001) (SP)

Performance Element: Understand the civil foundations of the legal environment of business to demonstrate knowledge of contracts.
Performance Indicators:
Identify the basic torts relating to business enterprises (BL:069) (SP)
Describe the nature of legally binding contracts (BL:002) (SP)

Performance Element: Explore the regulatory environment of United States' businesses to understand the diversity of regulations.
Performance Indicators:
Describe the nature of legal procedure (BL:070) (SP)
Discuss the nature of debtor-creditor relationships (BL:071) (SP)
Explain the nature of agency relationships (BL:072) (SP)
Discuss the nature of environmental law (BL:073) (SP)
Discuss the role of administrative law (BL:074) (SP)

Performance Element: Understand human-resources laws and regulations to facilitate business operations.
Performance Indicators:
Explain the nature of human resources regulations (BL:007) (SU)
Explain the nature of workplace regulations (including OSHA, ADA) (BL:008) (SU)
Discuss employment relationships (BL:075) (SU)

Performance Element: Apply knowledge of business ownership to establish and continue business operations.
Performance Indicators:
Explain types of business ownership (BL:003, BL LAP 1) (CS)
Select form of business ownership (BL:006, BL LAP 2) (ON)

Performance Element: Acquire knowledge of commerce laws and regulations to continue business operations.
Performance Indicators:
Explain the nature of trade regulations (BL:004) (MN)
Describe the impact of anti-trust legislation (BL:076) (MN)

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Performance Element: Understand tax laws and regulations to adhere to government requirements.
Performance Indicators:
Explain the nature of tax regulations on business (BL:009) (ON)
Explain the nature of businesses' reporting requirements (BL:010) (ON)
Develop strategies for legal/government compliance (BL:011) (ON)

Instructional Area: Communication Skills

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

Performance Element: Read to acquire meaning from written material and to apply the information to a task.
Performance Indicators:
Identify sources that provide relevant, valid written material (CO:054) (PQ)
Extract relevant information from written materials (CO:055) (PQ)
Apply written directions to achieve tasks (CO:056) (PQ)
Analyze company resources to ascertain policies and procedures (CO:057) (CS)

Performance Element: Apply active listening skills to demonstrate understanding of what is being said.
Performance Indicators:
Explain communication techniques that support and encourage a speaker (CO:082) (PQ)
Follow oral directions (CO:119) (PQ)
Demonstrate active listening skills (CO:017) (PQ)

Performance Element: Apply verbal skills to obtain and convey information.
Performance Indicators:
Explain the nature of effective verbal communications (CO:147) (PQ)
Ask relevant questions (CO:058) (PQ)
Interpret others' nonverbal cues (CO:059) (PQ)
Provide legitimate responses to inquiries (CO:060) (PQ)
Give verbal directions (CO:083) (PQ)
Employ communication styles appropriate to target audience (CO:084) (CS)
Defend ideas objectively (CO:061) (CS)
Handle telephone calls in a businesslike manner (CO:114) (CS)
Participate in group discussions (CO:053) (CS)
Make oral presentations (CO:025) (SP)

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Performance Element: Record information to maintain and present a report of business activity.
Performance Indicators:
Utilize note-taking strategies (CO:085) (CS)
Organize information (CO:086) (CS)
Select and use appropriate graphic aids (CO:087) (CS)

Performance Element: Write internal and external business correspondence to convey and obtain information effectively.
Performance Indicators:
Explain the nature of effective written communications (CO:016) (CS)
Select and utilize appropriate formats for professional writing (CO:088) (CS)
Edit and revise written work consistent with professional standards (CO:089) (CS)
Write professional e-mails (CO:090) (CS)
Write business letters (CO:133) (CS)
Write informational messages (CO:039) (CS)
Write inquiries (CO:040) (CS)
Write persuasive messages (CO:031) (SP)
Write executive summaries (CO:091) (SP)
Prepare simple written reports (CO:094) (SP)
Prepare complex written reports (CO:009) (MN)
Write proposals (CO:062) (MN)

Performance Element: Communicate with staff to clarify workplace objectives.
Performance Indicators:
Explain the nature of staff communication (CO:014) (CS)
Choose appropriate channel for workplace communication (CO:092) (CS)
Participate in a staff meeting (CO:063) (CS)
Provide directions for completing job tasks (CO:139) (SU)
Update employees on business and economic trends (CO:172) (SU)
Conduct a staff meeting (CO:140) (SU)

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Instructional Area: Customer Relations

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

Performance Element: Foster positive relationships with customers to enhance company image.
Performance Indicators:
Explain the nature of positive customer relations (CR:003, CR LAP 1) (CS)
Demonstrate a customer-service mindset (CR:004) (CS)
Reinforce service orientation through communication (CR:005) (CS)
Respond to customer inquiries (CR:006) (CS)
Adapt communication to the cultural and social differences among clients (CR:019) (CS)
Interpret business policies to customers/clients (CR:007) (CS)
Explain management's role in customer relations (CR:008) (MN)

Performance Element: Resolve conflicts with/for customers to encourage repeat business.
Performance Indicators:
Handle difficult customers (CR:009, CR LAP 3) (CS)
Handle customer/client complaints (CR:010) (CS)

Performance Element: Reinforce company's image to exhibit the company's brand promise.
Performance Indicators:
Identify company's brand promise (CR:001) (CS)
Determine ways of reinforcing the company's image through employee performance (CR:002) (CS)

Performance Element: Understand the nature of customer relationship management to show its contributions to a company.
Performance Indicators:
Discuss the nature of customer relationship management (CR:016, CR LAP 2) (SP)
Explain the role of ethics in customer relationship management (CR:017) (SP)
Describe the use of technology in customer relationship management (CR:018) (SP)

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Instructional Area: Economics

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

Performance Element: Understand fundamental economic concepts to obtain a foundation for employment in business.

Performance Indicators:

Distinguish between economic goods and services (EC:002, EC LAP 10) (CS)
Explain the concept of economic resources (EC:003, EC LAP 14) (CS)
Describe the concepts of economics and economic activities (EC:001, EC LAP 6) (CS)
Determine economic utilities created by business activities (EC:004, EC LAP 13) (CS)
Explain the principles of supply and demand (EC:005, EC LAP 11) (CS)
Describe the functions of prices in markets (EC:006, EC LAP 12) (CS)

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

Performance Indicators:

Explain the role of business in society (EC:070, EC LAP 20) (CS)
Describe types of business activities (EC:071, EC LAP 19) (CS)
Explain the organizational design of businesses (EC:103) (SP)
Discuss the global environment in which businesses operate (EC:104, EC LAP 22) (SP)
Describe factors that affect the business environment (EC:105) (SP)
Explain the nature of business ethics (EC:106, EC LAP 21) (SP)
Explain how organizations adapt to today's markets (EC:107) (SP)

Performance Element: Understand economic systems to be able to recognize the environments in which businesses function.

Performance Indicators:

Explain the types of economic systems (EC:007, EC LAP 17) (CS)
Explain the concept of private enterprise (EC:009, EC LAP 15) (CS)
Identify factors affecting a business's profit (EC:010, EC LAP 2) (CS)
Determine factors affecting business risk (EC:011, EC LAP 3) (CS)
Explain the concept of competition (EC:012, EC LAP 8) (CS)

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Performance Element: Acquire knowledge of the impact of government on business activities to make informed economic decisions.
Performance Indicators:
Determine the relationship between government and business (EC:008, EC LAP 16) (CS)
Describe the nature of taxes (EC:072) (SP)
Discuss the nature of monetary policy (EC:073) (MN)
Discuss the supply and demand for money (EC:096) (MN)
Explain the role of the Federal Reserve System (EC:097) (MN)
Explain the concept of fiscal policies (EC:074) (MN)
Describe the effects of fiscal and monetary policies (EC:098) (MN)

Performance Element: Analyze cost/profit relationships to guide business decision-making.
Performance Indicators:
Explain the concept of productivity (EC:013, EC LAP 18) (CS)
Analyze impact of specialization/division of labor on productivity (EC:014) (SP)
Explain the concept of organized labor and business (EC:015, EC LAP 5) (SP)
Explain the impact of the law of diminishing returns (EC:023) (SP)
Describe the concept of economies of scale (EC:077) (MN)

Performance Element: Understand economic indicators to recognize economic trends and conditions.
Performance Indicators:
Discuss the measure of consumer spending as an economic indicator (EC:081) (SP)
Describe the economic impact of inflation on business (EC:083) (SP)
Explain the concept of Gross Domestic Product (GDP) (EC:017, EC LAP 1) (SP)
Discuss the impact of a nation's unemployment rates (EC:082) (SP)
Explain the economic impact of interest-rate fluctuations (EC:084) (SP)
Determine the impact of business cycles on business activities (EC:018, EC LAP 9) (SP)

Performance Element: Determine global trade's impact on business decision-making.
Performance Indicators:
Explain the nature of global trade (EC:016, EC LAP 4) (SP)
Describe the determinants of exchange rates and their effects on the domestic economy (EC:100) (SP)
Discuss the impact of cultural and social environments on global trade (EC:045) (SP)
Explain labor issues associated with global trade (EC:101) (SU)

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Instructional Area: Emotional Intelligence

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

Performance Element: Foster self-understanding to recognize the impact of personal feelings on others.
Performance Indicators:
Describe the nature of emotional intelligence (EI:001, EI LAP 6) (PQ)
Explain the concept of self esteem (EI:016) (PQ)
Recognize personal biases and stereotypes (EI:017) (PQ)
Assess personal strengths and weaknesses (EI:002, EI LAP 17) (PQ)

Performance Element: Develop personal traits to foster career advancement.
Performance Indicators:
Identify desirable personality traits important to business (EI:018, EI LAP 9) (PQ)
Exhibit self-confidence (EI:023) (PQ)
Demonstrate interest and enthusiasm (EI:020) (PQ)
Demonstrate initiative (EI:024, EI LAP 2) (PQ)

Performance Element: Apply ethics to demonstrate trustworthiness.
Performance Indicators:
Demonstrate responsible behavior (EI:021, PD LAP 7) (PQ)
Demonstrate honesty and integrity (EI:022) (PQ)
Demonstrate ethical work habits (EI:004, EI LAP 4) (PQ)

Performance Element: Exhibit techniques to manage emotional reactions to people and situations.
Performance Indicators:
Exhibit a positive attitude (EI:019, EI LAP 3) (PQ)
Demonstrate self control (EI:025, EI LAP 14) (PQ)
Explain the use of feedback for personal growth (EI:003, EI LAP 15) (PQ)
Adjust to change (EI:026) (PQ)

Performance Element: Identify with others' feelings, needs, and concerns to enhance interpersonal relations.
Performance Indicators:
Respect the privacy of others (EI:029) (PQ)
Show empathy for others (EI:030, EI LAP 12) (PQ)
Exhibit cultural sensitivity (EI:033, EI LAP 11) (CS)

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Performance Element: Use communication skills to foster open, honest communications.
Performance Indicators:
Explain the nature of effective communications (EI:007) (PQ)
Explain ethical considerations in providing information (EI:038) (SP)

Performance Element: Use communication skills to influence others.
Performance Indicators:
Persuade others (EI:012) (SP)
Demonstrate negotiation skills (EI:062, EI LAP 8) (SP)

Performance Element: Manage stressful situations to minimize negative workplace interactions.
Performance Indicators:
Use appropriate assertiveness (EI:008, EI LAP 18) (PQ)
Use conflict-resolution skills (EI:015, EI LAP 7) (CS)
Explain the nature of stress management (EI:028) (SP)

Performance Element: Implement teamwork techniques to accomplish goals.
Performance Indicators:
Participate as a team member (EI:045) (CS)
Use consensus-building skills (EI:011, EI LAP 19) (SP)
Motivate team members (EI:059) (SP)
Encourage team building (EI:044) (SU)

Performance Element: Employ leadership skills to achieve workplace objectives.
Performance Indicators:
Explain the concept of leadership (EI:009, EI LAP 16) (CS)
Determine personal vision (EI:063) (CS)
Demonstrate adaptability (EI:006) (CS)
Develop an achievement orientation (EI:027, EI LAP 10) (CS)
Lead change (EI:005) (CS)
Enlist others in working toward a shared vision (EI:060, EI LAP 13) (CS)
Coach others (EI:041) (CS)
Recognize/Reward others for their efforts and contributions (EI:014) (SU)

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

Performance Indicators:

Treat others fairly at work (EI:036) (PQ)
Foster positive working relationships (EI:037, EI LAP 5) (CS)
Maintain collaborative partnerships with colleagues (EI:061) (SP)
Explain the impact of political relationships within an organization (EI:034) (SP)
Explain the nature of organizational culture (EI:064) (MN)

Instructional Area: Entrepreneurship

Knowledge and Skill Statement: Understands the concepts, processes, and skills associated with identifying new ideas, opportunities, and methods and with creating or starting a new project or venture

Performance Element: Employ entrepreneurial discovery strategies to generate feasible ideas for business ventures.

Performance Indicators:

Explain the need for entrepreneurial discovery (EN:001) (ON)
Discuss entrepreneurial discovery processes (EN:002) (ON)
Assess global trends and opportunities for business ventures (EN:003) (ON)
Determine opportunities for venture creation (EN:004) (ON)
Assess opportunities for venture creation (EN:005) (ON)
Generate venture ideas (EN:006) (ON)
Determine feasibility of venture ideas (EN:038) (ON)

Performance Element: Develop concept for new business venture to evaluate its success potential.

Performance Indicators:

Describe entrepreneurial planning considerations (EN:007) (ON)
Explain tools used by entrepreneurs for venture planning (EN:008) (ON)
Assess start-up requirements (EN:009) (ON)
Assess risks associated with venture (EN:010) (ON)
Describe external resources useful to entrepreneurs during concept development (EN:011) (ON)
Assess the need to use external resources for concept development (EN:012) (ON)
Describe strategies to protect intellectual property (EN:013) (ON)
Use components of business plan to define venture idea (EN:014) (ON)

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Performance Element: Determine needed resources for a new business venture to contribute to its start-up viability.

Performance Indicators:

Describe processes used to acquire adequate financial resources for venture creation/start-up (EN:015) (ON)
Select sources to finance venture creation/start-up (EN:016) (ON)
Explain factors to consider in determining a venture's human-resources needs (EN:017) (ON)
Explain considerations in making the decision to hire staff (EN:018) (ON)
Describe considerations in selecting capital resources (EN:019) (ON)
Identify capital resources needed for the venture (EN:020) (ON)
Assess the costs/benefits associated with resources (EN:021) (ON)

Performance Element: Actualize new business venture to generate profit and/or meet objectives.

Performance Indicators:

Use external resources to supplement entrepreneur's expertise (EN:022) (ON)
Explain the complexity of business operations (EN:023) (ON)
Evaluate risk-taking opportunities (EN:024) (ON)
Explain the need for business systems and procedures (EN:025) (ON)
Describe the use of operating procedures (EN:026) (ON)
Explain methods/processes for organizing work flow (EN:027) (ON)
Develop and/or provide product/service (EN:028) (ON)
Use creative problem-solving in business activities/decisions (EN:029) (ON)
Explain the impact of resource productivity on venture success (EN:030) (ON)
Create processes for ongoing opportunity recognition (EN:031) (ON)
Develop plan to invest resources into improving current products or creating new ones (EN:032) (ON)
Adapt to changes in business environment (EN:033) (ON)

Performance Element: Select harvesting strategies to identify entrepreneur's role in the business venture.

Performance Indicators:

Explain the need for continuation planning (EN:034) (ON)
Describe methods of venture harvesting (EN:035) (ON)
Evaluate options for continued venture involvement (EN:036) (ON)
Develop exit strategies (EN:037) (ON)

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Instructional Area: Financial Analysis

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

Performance Element: Understand the fundamental principles of money needed to make financial exchanges.

Performance Indicators:

Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.) (FI:058) (PQ)
Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.) (FI:059) (PQ)
Describe functions of money (medium of exchange, unit of measure, store of value) (FI:060) (PQ)
Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments, etc.) (FI:061) (PQ)
Explain the time value of money (FI:062) (CS)
Explain the purposes and importance of credit (FI:002, FI LAP 2) (CS)
Explain legal responsibilities associated with financial exchanges (FI:063) (CS)

Performance Element: Analyze financial needs and goals to determine financial requirements.

Performance Indicators:

Explain the nature of financial needs (e.g., college, retirement, wills, insurance, etc.) (FI:064) (CS)
Set financial goals (FI:065) (CS)
Develop personal budget (FI:066) (CS)

Performance Element: Manage personal finances to achieve financial goals.

Performance Indicators:

Explain the nature of tax liabilities (FI:067) (PQ)
Interpret a pay stub (FI:068) (PQ)
Prepare bank account documents (e.g., checks, deposit/withdrawal slips, endorsements, etc.) (FI:560) (PQ)
Maintain financial records (FI:069) (PQ)
Read and reconcile bank statements (FI:070) (PQ)
Demonstrate the wise use of credit (FI:071) (CS)
Validate credit history (FI:072) (CS)
Protect against identity theft (FI:073) (CS)
Prepare personal income tax forms (i.e., 1040 EZ form) (FI:074) (CS)

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

Performance Indicators:

Describe types of financial-services providers (FI:075) (CS)
Discuss considerations in selecting a financial-services provider (FI:076) (CS)

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Performance Element: Use investment strategies to ensure financial well-being.
Performance Indicators:
Explain types of investments (FI:077) (CS)
Explain the nature of capital investment (FI:078) (MN)
Establish investment goals and objectives (FI:079) (MN)

Performance Element: Identify potential business threats and opportunities to protect a business's financial well-being.
Performance Indicators:
Describe the concept of insurance (FI:081) (CS)
Obtain insurance coverage (FI:082) (ON)
Settle insurance losses (FI:083) (ON)
Identify speculative business risks (FI:080) (MN)
Explain the nature of risk management (FI:084, FI LAP 2) (SP)

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

Describe the need for financial information (FI:579) (CS)
Explain the concept of accounting (FI:085, FI LAP 5) (CS)
Explain the need for accounting standards (GAAP) (FI:086) (CS)
Discuss the role of ethics in accounting (FI:351) (SP)
Explain the use of technology in accounting (FI:352) (SP)
Explain legal considerations for accounting (FI:353) (SP)

Performance Element: Implement accounting procedures to track money flow and to determine financial status.
Performance Indicators:
Describe the nature of cash flow statements (FI:091, FI LAP 6) (SP)
Prepare cash flow statements (FI:092) (MN)
Explain the nature of balance sheets (FI:093) (SP)
Describe the nature of income statements (FI:094, FI LAP 4) (SP)

Performance Element: Acquire a foundational knowledge of finance to understand its nature and scope.
Performance Indicators:
Explain the role of finance in business (FI:354, FI LAP 7) (CS)
Discuss the role of ethics in finance (FI:355) (SP)
Explain legal considerations for finance (FI:356) (SP)

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Performance Element: Implement financial skills to obtain business credit and to control its use.

Performance Indicators:

Explain the purposes and importance of obtaining business credit (FI:023) (ON)
Analyze critical banking relationships (FI:039) (ON)
Make critical decisions regarding acceptance of bank cards (FI:040) (ON)
Determine financing needed for business operations (FI:043) (ON)
Identify risks associated with obtaining business credit (FI:041) (ON)
Explain sources of financial assistance (FI:031) (ON)
Explain loan evaluation criteria used by lending institutions (FI:034) (ON)
Complete loan application package (FI:033) (ON)

Performance Element: Manage financial resources to ensure solvency.

Performance Indicators:

Describe the nature of budgets (FI:106, FI LAP 3) (SP)
Explain the nature of operating budgets (FI:098) (SU)
Describe the nature of cost/benefit analysis (FI:357) (MN)
Determine relationships among total revenue, marginal revenue, output, and profit (FI:358) (MN)
Develop company's/department's budget (FI:099) (MN)
Forecast sales (FI:096) (MN)
Calculate financial ratios (FI:097) (MN)
Interpret financial statements (FI:102) (MN)

Instructional Area: Human Resources Management

Knowledge and Skill Statement: Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources

Performance Element: Understand the role and function of human resources management to obtain a foundational knowledge of its nature and scope.

Performance Indicators:

Discuss the nature of human resources management (HR:410, HR LAP 35) (CS)
Explain the role of ethics in human resources management (HR:411) (SP)
Describe the use of technology in human resources management (HR:412) (SP)

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Performance Element: Implement organizational skills to facilitate others' work efforts.
Performance Indicators:
Assist employees with prioritizing work responsibilities (HR:385) (SU)
Delegate work to others (HR:386) (SU)
Coordinate efforts of cross-functional teams to achieve project/company goals (HR:387) (SU)
Manage collaborative efforts (HR:388) (SU)
Harmonize tasks, projects, and employees in the context of business priorities (HR:389) (SU)

Performance Element: Staff a business unit to satisfy work demands while adhering to budget constraints.
Performance Indicators:
Determine hiring needs (HR:353) (SU)
Screen job applications/résumés (HR:354) (SU)
Interview job applicants (HR:355) (SU)
Discuss employee compensation (HR:390) (SU)
Select and hire new employees (HR:356) (SU)
Conduct exit interviews (HR:357) (SU)
Dismiss/Fire employees (HR:358) (SU)
Maintain human resources records (HR:359) (SU)

Performance Element: Manage staff growth and development to increase productivity and employee satisfaction.
Performance Indicators:
Orient new employees (HR:360) (CS)
Orient new employees (management's role) (HR:361, MN LAP 44) (SU)
Explain the role of training and human resources development (HR:362) (SU)
Explain the nature of management/supervisory training (HR:363) (SU)
Explain the nature of leadership in organizations (HR:493, HR LAP 36) (SU)
Coach employees (HR:364) (SU)
Recognize/Reward employees (HR:365) (SU)
Maintain ongoing discussion of issues related to compensation (HR:391) (SU)
Train staff (HR:392) (SU)
Supervise staff (HR:393) (SU)
Assess employee performance (HR:368) (SU)
Ensure equitable opportunities for employees (HR:367) (MN)
Assess team performance (HR:494) (SU)

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

Performance Indicators:

Handle employee complaints and grievances (HR:366) (SU)
Explain issues associated with the payroll process (HR:394) (SU)
Explain the nature of remedial action (HR:369) (SU)

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Instructional Area: Information Management

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

Performance Element: Use information literacy skills to increase workplace efficiency and effectiveness.

Performance Indicators:

Assess information needs (NF:077) (CS)
Obtain needed information efficiently (NF:078) (CS)
Evaluate quality and source of information (NF:079) (CS)
Apply information to accomplish a task (NF:080) (CS)
Store information for future use (NF:081) (CS)

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

Performance Indicators:

Discuss the nature of information management (NF:110, NF LAP 3) (CS)
Explain the role of ethics in information management (NF:111) (SP)
Explain legal issues associated with information management (NF:076) (SP)

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

Performance Indicators:

Identify ways that technology impacts business (NF:003) (PQ)
Explain the role of information systems (NF:083) (PQ)
Discuss principles of computer systems (NF:084) (PQ)
Use basic operating systems (NF:085) (PQ)
Describe the scope of the Internet (NF:086) (PQ)
Demonstrate basic e-mail functions (NF:004) (PQ)
Demonstrate personal information management/productivity applications (NF:005) (PQ)
Demonstrate basic web-search skills (NF:006) (PQ)
Demonstrate basic word processing skills (NF:007) (PQ)
Demonstrate basic presentation applications (NF:008) (PQ)
Demonstrate basic database applications (NF:009) (PQ)
Demonstrate basic spreadsheet applications (NF:010) (PQ)
Use an integrated business software application package (NF:088) (CS)
Demonstrate collaborative/groupware applications (NF:011) (CS)
Create and post basic web page (NF:042) (CS)
Establish specifications for selecting hardware/software systems (NF:091) (MN)
Determine venture's information technology needs (NF:012) (MN)

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Performance Element: Maintain business records to facilitate business operations.
Performance Indicators:
Describe the nature of business records (NF:001, NF LAP 1) (SP)
Maintain customer records (NF:002) (SP)

Performance Element: Acquire information to guide business decision-making.
Performance Indicators:
Describe current business trends (NF:013) (SP)
Monitor internal records for business information (NF:014) (SP)
Conduct an environmental scan to obtain business information (NF:015, NF LAP 2) (SP)
Interpret statistical findings (NF:093) (SP)

Instructional Area: Marketing

Knowledge and Skill Statement: Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives

Performance Element: Understand marketing's role and function in business to facilitate economic exchanges with customers.
Performance Indicators:
Explain marketing and its importance in a global economy (MK:001, MK LAP 4) (CS)
Describe marketing functions and related activities (MK:002, MK LAP 1) (CS)

Performance Element: Acquire foundational knowledge of customer/client/business behavior to understand what motivates decision-making.
Performance Indicators:
Explain customer/client/business buying behavior (MK:014) (SP)
Discuss actions employees can take to achieve the company's desired results (MK:015, MK LAP 2) (SP)
Demonstrate connections between company actions and results (e.g., influencing consumer buying behavior, gaining market share, etc.) (MK:019, MK LAP 3) (SP)

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Instructional Area: Operations

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

Performance Element: Understand operation's role and function in business to value its contribution to a company.
Performance Indicators:
Explain the nature of operations (OP:189, OP LAP 3) (CS)
Discuss the role of ethics in operations (OP:190) (SP)
Describe the use of technology in operations (OP:191) (SP)

Performance Element: Adhere to health and safety regulations to support a safe work environment.
Performance Indicators:
Describe health and safety regulations in business (OP:004) (PQ)
Report noncompliance with business health and safety regulations (OP:005) (PQ)

Performance Element: Implement safety procedures to minimize loss.
Performance Indicators:
Follow instructions for use of equipment, tools, and machinery (OP:006) (PQ)
Follow safety precautions (OP:007) (PQ)
Maintain a safe work environment (OP:008) (CS)
Explain procedures for handling accidents (OP:009) (CS)
Handle and report emergency situations (OP:010) (CS)

Performance Element: Determine needed safety policies/procedures to protect employees.
Performance Indicators:
Identify potential safety issues (OP:151) (MN)
Establish safety policies and procedures (OP:012) (MN)

Performance Element: Implement security policies/procedures to minimize chance for loss.
Performance Indicators:
Explain routine security precautions (OP:013) (CS)
Follow established security procedures/policies (OP:152) (CS)
Protect company information and intangibles (OP:153) (CS)

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Performance Element: Develop policies/procedures to protect workplace security.
Performance Indicators:
Identify potential security issues (OP:154) (MN)
Establish policies to protect company information and intangibles (OP:155) (MN)
Establish policies to maintain a non-hostile work environment (OP:156) (MN)
Establish policies and procedures to maintain physical security of the work environment (OP:157) (MN)

Performance Element: Utilize project-management skills to improve workflow and minimize costs.
Performance Indicators:
Explain the nature of project management (OP:158) (SP)
Identify resources needed for project (OP:003) (SP)
Develop project plan (OP:001) (SP)
Apply project-management tools to monitor project progress (OP:002) (SP)
Evaluate project results (OP:159) (SP)

Performance Element: Implement purchasing activities to obtain business supplies, equipment, and services.
Performance Indicators:
Explain the nature and scope of purchasing (OP:015, OP LAP 2) (CS)
Place orders/reorders (OP:016) (CS)
Maintain inventory of supplies (OP:031) (CS)
Manage the bid process in purchasing (OP:160) (SP)
Select vendors (OP:161) (SP)
Evaluate vendor performance (OP:162) (SP)

Performance Element: Understand production's role and function in business to recognize its need in an organization.
Performance Indicators:
Explain the concept of production (OP:017, OP LAP 4) (CS)

Performance Element: Implement quality-control processes to minimize errors and to expedite workflow.
Performance Indicators:
Identify quality-control measures (OP:163) (SP)
Utilize quality control methods at work (OP:164) (SP)
Describe crucial elements of a quality culture (OP:019) (SP)
Describe the role of management in the achievement of quality (OP:020) (MN)
Establish efficient operating systems (OP:022) (MN)

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Performance Element: Implement expense-control strategies to enhance a business's financial wellbeing.
Performance Indicators:
Explain the nature of overhead/operating costs (OP:024) (SP)
Explain employee's role in expense control (OP:025) (SP)
Control use of supplies (OP:026) (SU)
Conduct breakeven analysis (OP:192) (MN)
Negotiate service and maintenance contracts (OP:027) (MN)
Negotiate lease or purchase of facility (OP:028) (MN)
Develop expense control plans (OP:029) (MN)
Use budgets to control operations (OP:030) (MN)

Performance Element: Maintain property and equipment to facilitate ongoing business activities.
Performance Indicators:
Identify routine activities for maintaining business facilities and equipment (OP:032) (SP)
Plan maintenance program (OP:033) (MN)

Instructional Area: Professional Development

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

Performance Element: Acquire self-development skills to enhance relationships and improve efficiency in the work environment.
Performance Indicators:
Maintain appropriate personal appearance (PD:002, PD LAP 5) (PQ)
Demonstrate systematic behavior (PD:009) (PQ)
Set personal goals (PD:018, PD LAP 16) (CS)

Performance Element: Utilize critical-thinking skills to determine best options/outcomes.
Performance Indicators:
Explain the need for innovation skills (PD:126) (CS)
Make decisions (PD:017, PD LAP 10) (CS)
Demonstrate problem-solving skills (PD:077, PD LAP 17) (CS)
Demonstrate appropriate creativity (PD:012, PD LAP 2) (SP)
Use time-management skills (PD:019, OP LAP 1) (SP)

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Performance Element: Participate in career-planning to enhance job-success potential.
Performance Indicators:
Assess personal interests and skills needed for success in business (PD:013) (PQ)
Analyze employer expectations in the business environment (PD:020) (PQ)
Explain the rights of workers (PD:021) (PQ)
Identify sources of career information (PD:022) (CS)
Identify tentative occupational interest (PD:023) (CS)
Explain employment opportunities in business (PD:025, PD LAP 15) (CS)
Explain career opportunities in entrepreneurship (PD:066, PD LAP 4) (CS)

Performance Element: Implement job-seeking skills to obtain employment.
Performance Indicators:
Utilize job-search strategies (PD:026) (PQ)
Complete a job application (PD:027) (PQ)
Interview for a job (PD:028) (PQ)
Write a follow-up letter after job interviews (PD:029) (CS)
Write a letter of application (PD:030) (CS)
Prepare a résumé (PD:031) (CS)
Use networking techniques to identify employment opportunities (PD:037) (SP)

Performance Element: Utilize career-advancement activities to enhance professional development.
Performance Indicators:
Describe techniques for obtaining work experience (e.g., volunteer activities, internships) (PD:032) (PQ)
Explain the need for ongoing education as a worker (PD:033) (PQ)
Explain possible advancement patterns for jobs (PD:034) (PQ)
Identify skills needed to enhance career progression (PD:035) (SP)
Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors) (PD:036) (SP)

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Instructional Area: Strategic Management

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

Performance Element: Recognize management's role to understand its contribution to business success.
Performance Indicators:
Explain the concept of management (SM:001, SM LAP 3) (CS)
Explain the nature of managerial ethics (SM:002) (MN)

Performance Element: Utilize planning tools to guide organization's/department's activities.
Performance Indicators:
Explain the nature of business plans (SM:007, SM LAP 1) (MN)
Develop company goals/objectives (SM:008) (ON)
Define business mission (SM:009) (ON)
Conduct an organizational SWOT (SM:010) (ON)
Explain external planning considerations (SM:011) (MN)
Identify and benchmark key performance indicators (e.g., dashboards, scorecards, etc.) (SM:027) (MN)
Develop action plans (SM:012) (ON)
Develop business plan (SM:013, SM LAP 2) (ON)

Performance Element: Control an organization's/department's activities to encourage growth and development.
Performance Indicators:
Analyze operating results in relation to budget/industry (SM:005) (MN)
Track performance of business plan (SM:006) (MN)

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Instructional Area: Communication Skills

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

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

Performance Indicators:
Write analytical reports (i.e., reports that examine a problem/issue and recommend and action) (CO:185) (SP)
Write research reports (CO:186) (SP)

Instructional Area: Economics

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

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

Performance Indicators:
Describe the nature of business customs and practices in the North American market (EC:130) (SP)
Explain the nature of business customs and practices in Europe (EC:131) (SP)
Explain the nature of business customs and practices in Latin America (EC:132) (SP)
Describe the nature of business customs and practices in the Pacific Rim (EC:133) (SP)
Discuss the nature of business customs and practices in the Middle East (EC:134) (SP)
Explain the nature of business customs and practices in South Asia (EC:135) (SP)

Instructional Area: Emotional Intelligence

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

Performance Element: Apply ethics to demonstrate trustworthiness.

Performance Indicators:
Take responsibility for decisions and actions (EI:075) (PQ)
Manage commitments in a timely manner (EI:077) (CS)

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Instructional Area: Information Management

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

Performance Element: Utilize information-technology tools to manage and perform work responsibilities.
Performance Indicators:
Utilize project-management software (NF:130) (SP)

Instructional Area: Knowledge Management

Performance Element: Understands the systems, strategies, and techniques used to collect, organize, analyze, and share information known in an organization.
Performance Indicators:
Explain the nature of knowledge management (KM:001) (SP)
Discuss the role of ethics in knowledge management (KM:002) (SP)
Explain the use of technology in knowledge management (KM:003) (SP)
Explain legal considerations for knowledge management (KM:004) (SP)

Performance Element: Use knowledge management strategies to improve the performance and competitive advantage of an organization.
Performance Indicators:
Identify techniques that can be used to capture and transfer knowledge in an organization (KM:005) (SP)

Instructional Area: Operations

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

Performance Element: Understand operation's role and function in business to value its contribution to a company.
Performance Indicators:
Discuss legal considerations in operations (OP:339) (SP)

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Performance Element: Maintain work flow to enhance productivity.
Performance Indicators:
Organize and prioritize work (OP:228) (CS)
Coordinate work with that of team members (OP:230) (CS)

Performance Element: Implement purchasing activities to obtain business supplies, equipment, and services.
Performance Indicators:
Describe types of purchase orders (OP:250) (CS)
Discuss types of inventory (OP:336) (CS)
Maintain vendor/supplier relationships (OP:241) (SP)
Negotiate terms with vendors in business (OP:337) (SP)

Performance Element: Develop an understanding of business analysis to improve business functions and activities.
Performance Indicators:
Discuss the nature of business analysis (OP:327) (SP)

Instructional Area: Professional Development

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

Performance Element: Understand and follow company rules and regulations to maintain employment.
Performance Indicators:
Follow rules of conduct (PD:251) (CS)
Follow chain of command (PD:252) (CS)

Performance Element: Achieve organizational goals to contribute to company growth.
Performance Indicators:
Determine the nature of organizational goals (PD:254) (SP)
Ascertain employee's role in meeting organizational goals (PD:255) (SP)

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Instructional Area: Project Management

Knowledge and Skill Statement: Understands tools, techniques, and systems that are used to plan, implement, monitor, and evaluate business projects

Performance Element: Utilize project management skills to start, run, and end projects.
Performance Indicators:
Initiate project (PJ:005) (SP)
Prepare work breakdown structure (WBS) (PJ:006) (SP)
Execute and control projects (OP:340) (SP)
Manage project team (PJ:007) (SP)
Close project (PJ:008) (SP)

Instructional Area: Quality Management

Knowledge and Skill Statement: Understands the need for standards and the strategies and techniques used to implement, monitor, and evaluate them

Performance Element: Understand the role and function of quality management to obtain a foundational knowledge of its nature and scope.
Performance Indicators:
Explain the nature of quality management (QM:001) (SP)
Describe the nature of quality management frameworks (e.g., Six Sigma, ITIL, CMMI) (QM:002) (SP)
Discuss the need for continuous improvement of the quality process (QM:003) (SP)

Instructional Area: Risk Management

Knowledge and Skill Statement: Understands risk-management strategies and techniques used to minimize business loss

Performance Element: Acquire a foundational understanding of risk management to demonstrate knowledge of its nature and scope.
Performance Indicators:
Explain the role of ethics in risk management (RM:041) (SP)
Describe the use of technology in risk management (RM:042) (SP)
Discuss legal considerations affecting risk management (RM:043) (SP)

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Instructional Area: Strategic Management

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

Performance Element: Recognize management's role to understand its contribution to business success.

Performance Indicators:

Discuss the nature of managerial planning (SM:063) (SP)
Explain managerial considerations in organizing (SM:064) (SP)
Describe managerial considerations in staffing (SM:065) (SP)
Discuss managerial considerations in directing (SM:066) (SP)
Describe the nature of managerial control (control process, types of control, what is controlled) (SM:004) (SP)

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

Administrative Assistant
Executive Assistant
Project Coordinator
Customer Service Representative
Office Manager

Instructional Area: Communication Skills

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

Performance Element: Facilitate internal/external office communications to support work activities.
Performance Indicators:
Greet and direct visitors (CO:181) (CS)
Relay messages (CO:182) (CS)
Field telephone calls (CO:183) (CS)
Screen telephone calls (CO:184) (CS)

Instructional Area: Emotional Intelligence

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

Performance Element: Apply ethics to demonstrate trustworthiness.
Performance Indicators:
Exercise confidentiality (EI:076) (CS)

Performance Element: Use communication skills to influence others.
Performance Indicators:
Offer constructive criticism (EI:080) (SU)

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Instructional Area: Human Resources Management

Knowledge and Skill Statement: Understands the tools techniques, and systems that administrative service supervisors use to plan, staff, lead, and organize their human resources

Performance Element: Assist with staff growth and development to increase productivity and employee satisfaction.
Performance Indicators:
Train staff on system usage (HR:430) (SU)

Instructional Area: Information Management

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

Performance Element: Perform scheduling functions to facilitate on-time, prompt completion of work activities.
Performance Indicators:
Create calendar/schedule (NF:164) (CS)
Maintain appointment calendar (NF:165) (CS)
Verify appointments (NF:166) (CS)
Make travel arrangements (NF:167) (SP)
Make meeting arrangements (NF:168) (SP)

Performance Element: Manage business records to maintain needed documentation.
Performance Indicators:
Process customer order forms (NF:169) (CS)
Route orders (NF:170) (CS)
File records electronically/manually (NF:171) (CS)
Maintain files (NF:172) (CS)
Collect documentation needed to compile reports (NF:173) (CS)
Track shipping practices (NF:174) (CS)
Set up filing system appropriate for media/documents being stored (NF:175) (SP)
Control incoming/outgoing documentation process (NF:176) (SP)
Develop retention system appropriate for media/documents being stored (NF:177) (SP)
Archive information according to retention procedures (NF:178) (SP)
Audit records periodically (NF:179) (MN)

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Performance Element: Prepare documentation of business activities to communicate with internal/external clients.
Performance Indicators:
Proofread documents (NF:180) (CS)
Prepare reports (NF:181) (CS)
Prepare financial data (NF:182) (SP)
Prepare RFPs (Request for Proposal) (NF:183) (MN)

Performance Element: Utilize information technology tools to manage and perform work responsibilities.
Performance Indicators:
Demonstrate advanced web-search skills (NF:121) (SP)
Demonstrate advanced word-processing skills (NF:122) (SP)
Demonstrate advanced presentation applications (NF:123) (SP)
Demonstrate advanced database applications (NF:124) (SP)
Mine databases for information (NF:125) (SP)
Demonstrate advanced spreadsheet applications (NF:126) (SP)
Create a web page for business applications (NF:127) (SP)
Capture text using OCR (optical character reader) software (NF:128) (SP)
Use voice recognition technology to prepare documents (NF:129) (SP)
Utilize imaging software (NF:131) (SP)

Instructional Area: Operations

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

Performance Element: Utilize office equipment to accomplish job assignments.
Performance Indicators:
Operate calculator (OP:197) (PQ)
Operate copier (OP:198) (PQ)
Operate printer (OP:199) (PQ)
Operate fax machines (OP:200) (PQ)
Operate postage meter (OP:201) (CS)
Operate scanner (OP:202) (CS)

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Performance Element: Troubleshoot problems with office equipment to make repairs and/or to obtain technical support.
Performance Indicators:
Isolate and identify source of technical problem (OP:203) (CS)
Follow manufacturer's written procedures to fix technical problem (OP:204) (CS)
Obtain technical support services (OP:205) (CS)

Performance Element: Abide by risk-management policies and procedures for technology to minimize loss.
Performance Indicators:
Adhere to technology safety and security policies (e.g., acceptable use policy, web page policies) (OP:206) (CS)
Apply ergonomic techniques to technology tasks (OP:207) (CS)
Adhere to laws pertaining to computer crime, fraud, and abuse (OP:208) (CS)
Follow procedures used to restart and recover from situations (e.g., system failure, virus infection) (OP:209) (CS)
Follow policies to prevent loss of data integrity (OP:210) (CS)
Adhere to organization's policies for technology use (OP:211) (CS)

Performance Element: Maintain work flow to enhance productivity.
Performance Indicators:
Organize and prioritize work (OP:228) (CS)
Complete assigned tasks in a timely manner (OP:229) (CS)
Assist with overflow work (OP:231) (CS)
Coordinate submission of proposals (OP:232) (SP)

Performance Element: Utilize project management skills to start, run, and end projects.
Performance Indicators:
Plan meetings (OP:233) (SP)

Performance Element: Implement purchasing activities to obtain business supplies, equipment, and services.
Performance Indicators:
Conduct vendor/supplier search (OP:242) (SP)

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Instructional Area: Professional Development

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

Performance Element: Acquire self-development skills to enhance relationships and improve efficiency in the work environment.
Performance Indicators:
Explain professional responsibilities in administrative services (PD:178) (CS)
Balance personal and professional responsibilities (PD:179) (SP)

Performance Element: Understand and follow company rules and regulations to maintain employment.
Performance Indicators:
Adhere to company policies (PD:250) (CS)

Performance Element: Achieve organizational goals to contribute to company growth.
Performance Indicators:
Determine the nature of organizational goals (PD:254) (SP)
Ascertain employee's role in meeting organizational goals (PD:255) (SP)
Establish performance standards to meet organizational goals (PD:256) (MN)
Monitor progress in achieving organizational goals (PD:257) (MN)

Performance Element: Participate in career planning to enhance job success potential.
Performance Indicators:
Explain career opportunities in administrative services (PD:183) (CS)
Describe certifications in administrative services (PD:184) (CS)

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

Business Analyst
Functional Specialist
Relationship Manager
Business Process Manager
Project Manager

Instructional Area: Business Law

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

Performance Element: Apply knowledge of business contracts to establish business relationships.
Performance Indicators:
Discuss the nature of contract suspensions (BL:084) (SP)
Explain the nature of contract terminations (BL:085) (SP)
Issue a business contract (BL:086) (MN)

Instructional Area: Financial Analysis

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

Performance Element: Utilize cost accounting methods to guide business decisions pertaining to quality.
Performance Indicators:
Discuss the implications of quality costs (FI:414) (SP)
Calculate quality costs (e.g. prevention, appraisal, failure) (FI:415) (MN)

Performance Element: Manage risk to protect a business's well-being.
Performance Indicators:
Discuss the nature of credit risk management (RM:064) (MN)
Discuss reasons to integrate risk management into business operations (RM:055) (MN)
Discuss the nature of enterprise risk management (ERM) (RM:062) (MN)
Integrate risk management into business operations (RM:057) (MN)

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Performance Element: Implement suitable internal accounting controls to ensure the proper recording of financial transactions.
Performance Indicators:
Explain the purpose of internal accounting controls (FI:343) (SP)
Determine the components of internal accounting control procedures for a business (FI:479) (MN)
Maintain internal accounting controls (FI:480) (MN)

Instructional Area: Information Management

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

Performance Element: Facilitate computer system operations to enhance usability.
Performance Indicators:
Explain issues involved in designing systems for different environments (NF:136) (SP)
Explain usability engineering methods (NF:137) (SP)
Support and maintain a multimedia website (NF:138) (SP)

Performance Element: Create and access databases to acquire information for business decision-making.
Performance Indicators:
Explain the principles of data analysis (NF:139) (SP)
Explain the nature of tools that can be used to access information in the database system (NF:140) (SP)
Access information in the database system (NF:141) (SP)
Build data in a data warehouse (NF:142) (SP)
Create a meaningful data set (NF:143) (SP)
Manipulate data in the database management system (NF:144) (SP)
Analyze company's data requirements (NF:145) (SP)
Design a database to meet business requirements (NF:146) (SP)
Identify database trends (NF:147) (SP)

Performance Element: Apply data mining methods to acquire pertinent information for business decision-making.
Performance Indicators:
Discuss the nature of data mining (NF:148) (CS)
Describe data mining tools and techniques (NF:149) (SP)
Discuss the importance of ethics in data mining (NF:150) (SP)
Demonstrate basic data mining techniques (NF:151) (SP)
Interpret data mining findings (NF:152) (SP)

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Performance Element: Utilize computer's operating system to manage and perform work responsibilities.
Performance Indicators:
Move files in the computer operating system (NF:153) (CS)
Create directories (NF:154) (CS)

Performance Element: Utilize technology to support business strategies and operations.
Performance Indicators:
Explain methods used to develop the technological infrastructure (NF:155) (SP)
Identify the management information requirements of an organization (NF:156) (MN)
Discuss the nature of enterprise architecture (NF:157) (MN)
Align technology with business needs (NF:158) (MN)

Instructional Area: Operations

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

Performance Element: Implement purchasing activities to obtain business supplies, equipment, and services.
Performance Indicators:
Establish bid specifications (OP:243) (MN)

Performance Element: Develop an understanding of business analysis to improve business functions and activities.
Performance Indicators:
Discuss the connection between business analysis and business process management (OP:328) (SP)
Explain types of requirements (e.g. business, system, functional, nonfunctional) (OP:329) (SP)

Performance Element: Develop requirements and solutions to improve business processes, performance, or people.
Performance Indicators:
Plan the requirements development process (OP:330) (SP)
Determine project stakeholders (OP:331) (SP)
Elicit requirements from stakeholders (OP:332) (SP)
Validate requirements (OP:333) (SP)
Ensure the usability of a proposed solution (OP:334) (SP)

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Performance Element: Manage quality-control processes to minimize errors and to improve processes.
Performance Indicators:
Test product/service for quality (OP:258) (SP)
Determine reliability factors impacting the quality of a product/service (OP:259) (MN)
Develop continuous-improvement strategies (OP:260) (MN)
Develop a plan/program for quality achievement (OP:265) (MN)

Instructional Area: Professional Development

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

Performance Element: Acquire self-development skills to enhance relationships and improve efficiency in the work environment.
Performance Indicators:
Explain professional responsibilities in business information management (PD:180) (SP)
Discuss the role and responsibilities of project managers (PD:181) (SP)
Describe the role and responsibilities of business analysts (PD:182) (SP)

Performance Element: Participate in career planning to enhance job success potential.
Performance Indicators:
Explain career opportunities in business information management (PD:185) (SP)
Describe certifications in business information management (PD:186) (SP)

Instructional Area: Strategic Management

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

Performance Element: Coordinate information management and business management to aid in business planning.
Performance Indicators:
Explain the strategic role of information systems/information communication technology within an organization (SM:037) (SP)
Determine risks and rewards of developing a strategic role for information systems/ information communication technology (SM:038) (MN)
Integrate information systems planning with business planning (SM:039) (MN)

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

Director	District Manager
Regional Manager	Small Business Manager
Store Manager	Supervisor

Instructional Area: Business Law

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

Performance Element: Adhere to regulations for business expansion to meet government requirements and industry standards.
Performance Indicators:
Follow domestic laws governing business expansion (BL:123) (MN)
Follow laws governing global expansion (BL:124) (MN)

Performance Element: Understand government/legal activities that affect global trade to make business decisions.
Performance Indicators:
Describe customs regulations (BL:126) (SP)
Comply with export licensing regulations (BL:127) (MN)
Obtain releases and clearances to export products (BL:128) (MN)
Explain the nature of legal recourse in resolving global business disputes (BL:129) (MN)

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Instructional Area: Economics

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

Performance Element: Recognize global trade's impact on business activities to guide business decision-making.
Performance Indicators:
Discuss the impact of globalization on business (EC:109) (SP)
Explain cultural considerations that impact global business relations (EC:110) (SP)
Describe the impact of electronic communication tools (e.g., Internet, video- and computer-conferencing, webcasts, email) on global business activities (EC:111) (SP)
Explain the impact of major trade alliances on business activities (EC:112) (SP)
Describe the impact of the political environment on world trade (EC:113) (SP)
Explain the impact of geography on world trade (EC:114) (SP)
Describe the impact of a country's history on world trade (EC:115) (SP)
Explain the impact of a country's economic development on world trade (EC:116) (SP)
Discuss the potential impact of emerging economies on business activities (EC:117) (MN)

Instructional Area: Emotional Intelligence

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

Performance Element: Apply ethics to demonstrate trustworthiness to staff.
Performance Indicators:
Use ethics in staff supervision (EI:078) (SU)
Explain the nature of managerial ethics (EI:079) (MN)

Instructional Area: Human Resources Management

Knowledge and Skill Statement:

Performance Element: Determine staffing needs to minimize costs while maximizing business contribution.
Performance Indicators:
Describe the nature of human-resources planning (HR:490) (SU)
Explain approaches to the identification of human resources in foreign markets (HR:491) (SU)
Determine causes of staff turnover (HR:492) (MN)

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Instructional Area: Financial Analysis

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

Performance Element: Manage business risks to protect a business's financial well-being.
Performance Indicators:
Identify a business's risks (FI:368) (MN)
Assess business risks (FI:369) (MN)
Assess task risks (FI:370) (MN)
Assess accounting risks (FI:371) (MN)
Assess legal risks (FI:372) (MN)
Evaluate speculative business risks (FI:373) (MN)
Assess business's potential to expand into new markets (FI:374) (MN)
Select risk-management strategies (FI:375) (MN)
Develop risk-management plan (FI:376) (MN)
Evaluate risk-management plan (FI:377) (MN)

Performance Element: Manage financial resources to ensure solvency.
Performance Indicators:
Interpret cash-flow statements (FI:541) (SP)
Monitor business's profitability (FI:542) (MN)

Instructional Area: Operations

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

Performance Element: Manage purchasing activities to obtain the best service/product at the least cost.
Performance Indicators:
Establish bid specifications (OP:243) (MN)

Performance Element: Manage quality-control processes to minimize errors and to expedite workflow.
Performance Indicators:
Develop continuous-improvement strategies (OP:264) (MN)
Develop a plan/program for quality achievement (OP:265) (MN)

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Instructional Area: Professional Development

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

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

Performance Indicators:

Identify continuing education courses or programs available to enhance management skills (PD:258) (SP)

Describe certifications for management professionals (e.g., American Management Association [AMA], American National Standards Institute [ANSI]) (PD:259) (SP)

Identify professional association opportunities for management professionals (e.g., educational opportunities, networking, conferences, newsletters, publications) (PD:260) (SP)

Performance Element: Adhere to a professional code of ethics to guide business decisions.

Performance Indicators:

Discuss factors to consider in developing a managerial code of ethics (PD:261) (MN)

Utilize an established professional code of ethics (PD:262) (MN)

Instructional Area: Strategic Management

Knowledge and Skill Statement: Understands tools, techniques, and systems that affect a manager's ability to plan, control, and organize

Performance Element Recognize management's role to understand its contribution to business success.

Performance Indicators:

Describe factors that influence management (SM:028) (MN)

Discuss the nature of global management (SM:029) (MN)

Explain management theories and their applications (SM:030) (MN)

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Performance Element: Plan organization's/department's activities to guide and support decision-making and to ensure that staff focuses on the right priorities.

Performance Indicators:

Describe the strategic planning process within an organization (SM:040) (MN)
Identify and set benchmarks for key performance indicators (SM:041) (MN)
Develop strategies for achieving company vision (SM:042) (MN)
Determine alternative actions to take when goals are not being met (SM:043) (MN)
Evaluate opportunities for potential company changes (SM:044) (MN)
Develop processes that can be used to improve business results (SM:045) (MN)
Analyze exit plan options (SM:046) (ON)
Develop company vision (SM:047) (ON)
Determine business's overall global strategy (SM:048) (ON)
Develop company's management plan (SM:049) (ON)

Performance Element: Design organizational structure to facilitate business activities.

Performance Indicators:

Describe organizational structures for managing foreign business activities (SM:031) (MN)
Develop an organizational plan for human resources (SM:032) (MN)
Develop an organizational strategy for foreign businesses (SM:033) (MN)

Performance Element: Control organization's/department's activities to monitor business activities and to make business decisions.

Performance Indicators:

Evaluate individual department's contribution to organizational effectiveness (SM:056) (MN)
Apply benchmarking techniques (SM:057) (MN)
Interpret internal information for strategic planning (e.g., financial/accounting, marketing, operations, human resources, information technology, and individual employee data) (SM:058) (MN)
Assess company's strategic-planning processes (SM:059) (MN)

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

- Benefits Administrator
- Compensation Analyst
- HR Generalist
- HR Manager
- Labor Relations Manager
- Recruiter
- Training Manager

Instructional Area: Business Law

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

Performance Element: Implement human-resources laws and regulations to ensure equitable treatment of employees and to meet government requirements.

Performance Indicators:

Explain unfair labor practices (BL:119) (SP)

Comply with compensation and benefit laws (BL:120) (SP)

Determine human resources management's legal responsibility in maintaining labor relations (BL:121) (MN)

Participate in collective-bargaining process (BL:122) (MN)

Instructional Area: Communication Skills

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

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

Performance Indicators:

Maintain confidentiality in dealing with personnel (CO:187) (SP)

Describe elements of a human resources management's communications program (CO:188) (SP)

Communicate diversity strategies (CO:189) (MN)

Communicate compensation and benefits plan and policies to workforce (CO:190) (MN)

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Instructional Area: Emotional Intelligence

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

Performance Element: Use communication skills to influence others.
Performance Indicators:
Negotiate benefit plan administration and improvements (e.g., reduced costs, better benefits) with carriers (EI:081) (MN)

Performance Element: Manage internal and external business relationships to influence organizational decision-making.
Performance Indicators:
Establish strategic relationships with individuals/teams in the business (EI:088) (MN)
Establish alliances with key individuals and groups to share best-practices (EI:089) (MN)

Instructional Area: Financial Analysis

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

Performance Element: Manage financial resources to maintain and evaluate human-resources expenses.
Performance Indicators:
Prepare and maintain human-resources development budget (FI:558) (MN)
Evaluate cost of a human-resources development program (FI:559) (MN)

Instructional Area: Human Resources Management

Knowledge and Skill Statement: Understands the tools techniques, and systems that businesses use to plan, staff, lead, and organize its human resources

Performance Element: Understand human resources management models to demonstrate knowledge of their nature and scope.
Performance Indicators:
Describe phases of human resources management (HR:414) (SP)
Discuss factors that impact human resources management (e.g., availability of qualified employees, alternative staffing methods, employment laws/regulations, company policies/procedures, compensation and benefit programs, staff diversity, etc.) (HR:415) (SP)

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Performance Element: Plan talent-acquisition activities to guide human resources management decision-making.
Performance Indicators:
Describe planning techniques used in the hiring process (e.g., succession planning, forecasting, etc.) (HR:416) (SP)
Evaluate the use of alternative staffing methods (e.g., outsourcing, telecommuting, etc.) (HR:417) (MN)
Assess availability of qualified applicants (HR:418) (MN)
Classify jobs (HR:419) (MN)
Establish employee-selection procedures (HR:420) (MN)
Develop strategies to market the organization to potential employees (HR:421) (MN)
Develop a staffing plan (HR:422) (MN)

Performance Element: Implement talent-acquisition activities to obtain qualified staff.
Performance Indicators:
Administer and interpret employee selection tests (HR:423) (SP)
Assess employees' potential for growth and development in the organization (HR:424) (MN)
Make job offer (HR:425) (MN)
Explain contingency factors affecting job offer (e.g., background checks, drug tests, physical results, etc.) (HR:426) (MN)
Evaluate the effectiveness of recruitment sources (HR:427) (MN)

Performance Element: Control talent-acquisition activities to improve efficiencies of human resources selection.
Performance Indicators:
Use staffing metrics to assess effectiveness of hiring decisions (e.g., cost benefit analysis, costs-per-hire, selection ratios, adverse impact, etc.) (HR:428) (MN)
Develop hiring policies and procedures (HR:429) (MN)

Performance Element: Conduct on-boarding activities to facilitate employee start-up.
Performance Indicators:
Perform post-employment offer activities (HR:431) (SP)
Explain the use of employment contracts (HR:432) (SP)
Explain standard relocation practices (HR:433) (SP)
Assist with employee relocation (HR:434) (SP)
Describe expatriation and repatriation issues and practices (HR:435) (SP)
Evaluate effectiveness of new-employee orientation (HR:436) (MN)
Assess effectiveness of training (HR:437) (MN)

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Performance Element: Determine employee-development needs to foster staff's growth and professional development.
Performance Indicators:
Assess employee skills (HR:438) (SP)
Conduct task/process analysis (HR:439) (SP)
Assess company's learning needs (HR:440) (SP)

Performance Element: Administer human-resources development activities.
Performance Indicators:
Write training activities (HR:441) (SP)
Select subject-matter experts for employee-development activities (HR:442) (SP)
Conduct gap and/or needs analysis to identify human-resources development needs (HR:443) (SP)
Determine issues impacting human-resources development (e.g., organizational culture and policies, societal norms, etc.) (HR:444) (SP)
Apply human-resources development theories (HR:445) (SP)
Implement employee-development program (HR:446) (SP)
Develop training program (HR:447) (MN)
Assess human-resources development program effectiveness (HR:448) (MN)

Performance Element: Control human resources management activities to maintain workforce standards.
Performance Indicators:
Assist with establishment of work rules (HR:460) (SP)
Implement informal performance appraisals (HR:461) (MN)
Assist supervisors with performance appraisal tools (HR:462) (MN)
Develop written performance-management procedures (HR:463) (MN)
Develop human-resources policy/procedure manual (HR:464) (MN)

Performance Element: Build employer-employee relationships to foster productivity.
Performance Indicators:
Describe ways that businesses build positive employer-employee relationships (HR:449) (SP)
Assess effectiveness of employee-relations activities (HR:450) (SP)
Develop employee-relations programs (HR:451) (MN)

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

Performance Indicators:

Explain labor-relations issues (HR:452) (SP)
Describe out-placement procedures and activities used in layoffs (HR:453) (SP)
Document employee issues (HR:454) (MN)
Discipline employees (HR:455) (MN)
Participate in dispute resolution (HR:456) (MN)
Determine the strategic importance of employee exit (HR:457) (MN)
Adhere to employment-at-will regulations (HR:458) (MN)
Release staff due to layoffs (HR:459) (MN)

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

Performance Indicators:

Explain payroll functions (HR:465) (SP)
Select a payroll system (HR:466) (MN)
Explain the components of a compensation system (HR:467) (SP)
Determine components of compensation system (HR:468) (MN)
Discuss the nature of executive compensation (HR:469) (MN)
Identify pay structures (HR:470) (MN)
Determine pay grade of job (HR:471) (MN)

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

Performance Indicators:

Identify emerging compensation issues (HR:472) (SP)
Analyze pay rates (HR:473) (MN)
Evaluate compensation policies and procedures (HR:474) (MN)

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

Performance Indicators:

Explain the nature of benefit plans (e.g., health insurance, life insurance, retirement plans, educational assistance, health club, etc.) (HR:475) (SP)
Explain the nature of retirement plans (HR:476) (SP)

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Performance Element: Select benefit options to offer employees.
Performance Indicators:
Conduct benefits need assessment (HR:477) (SP)
Design a retirement plan (HR:478) (MN)
Establish a benefits plan (HR:479) (MN)

Performance Element: Analyze benefit plans to maximize employee satisfaction while minimizing human-resources costs.
Performance Indicators:
Explain methods that can be used to analyze benefit plans (HR:480) (MN)
Evaluate benefits plan (HR:481) (MN)

Performance Element: Select and analyze employee fitness and wellness program to facilitate employee well-being.
Performance Indicators:
Assess company's employee fitness/wellness program (HR:483) (SP)

Performance Element: Develop and assess company's health and safety programs to ensure compliance and protect employees.
Performance Indicators:
Implement workplace injury/occupational illness procedures (HR:484) (SP)
Evaluate effectiveness of company's injury/occupational illness prevention programs (HR:485) (SP)
Set up company's injury/occupational illness prevention programs (HR:486) (MN)

Performance Element: Contribute to organizational development to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges.
Performance Indicators:
Explain the nature of organizational development (HR:487) (SP)
Apply organizational-development theories (HR:488) (MN)
Evaluate human resources management's contribution to organizational effectiveness (HR:489) (MN)

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Instructional Area: Information Management

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

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

Performance Indicators:

Explain the nature of a human resource information system (HRIS) (NF:159) (SP)
Capture and store data in a human resource information system (HRIS) (NF:160) (SP)
Mine data in human resource information system (NF:161) (SP)
Identify trends in human resource information systems (HRIS) (NF:162) (MN)
Institute policies/procedures to protect the privacy of human-resources information (NF:163) (MN)

Instructional Area: Marketing

Knowledge and Skill Statement: Understands the tools, techniques, and systems that businesses use to create, communicate, and deliver value to customers and to manage customer relationships in ways that benefit the organization and its stakeholders

Performance Element: Understand company's unique selling proposition to recognize what sets the company apart from its competitors.

Performance Indicators:

Develop strategies to market the organization to potential employees (MK:021) (MN)

Instructional Area: Operations

Knowledge and Skill Statement: Understands the processes and systems that human resources management implements to monitor, plan, and control the day-to-day business activities required for continued business functioning

Performance Element: Understand health and safety issues to support a safe work environment.

Performance Indicators:

Describe general health and safety practices monitored and assessed by human resources management (OP:212) (SP)
Discuss the nature of incident and emergency response plans (OP:213) (SP)
Describe the nature of employee-assistance programs (OP:214) (SP)
Explain the nature of employee fitness/wellness programs (OP:215) (SP)
Discuss human resources management issues resulting from employee's drug use and dependency (OP:216) (SP)

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Performance Element: Troubleshoot health and safety problems to foster a safe work environment.
Performance Indicators:
Identify potential workplace violence conditions (OP:223) (SP)
Protect business's security when terminating employees (OP:224) (MN)
Implement workplace injury/occupational illness procedures (e.g., worker's compensation, OSHA) (OP:225) (MN)
Ensure compliance with all applicable workplace health and safety laws and regulations (OP:226) (MN)
Facilitate investigation procedures of workplace safety, health, and security enforcement agencies (OP:227) (MN)

Performance Element: Develop and analyze human-resources programs, practices, and services that promote the physical and mental well-being of individuals in the workplace to protect individuals and the workplace.
Performance Indicators:
Recommend an emergency response and business recovery plan (OP:317) (SP)
Recommend an incidence response plan (OP:318) (SP)
Evaluate incident and emergency response plans (e.g., natural disasters, workplace safety threats, evacuations, etc.) (OP:319) (SP)
Recommend a security plan for a business (OP:320) (SP)
Evaluate security plans to protect the company from liability (OP:321) (MN)
Develop/select injury/occupational illness prevention programs (OP:322) (MN)
Develop/select safety training and incentive programs (OP:323) (MN)
Set up an employee-assistance program (OP:324) (MN)
Assess employee-wellness programs (OP:325) (MN)
Evaluate effectiveness of safety training and incentive programs (OP:326) (MN)

Instructional Area: Professional Development

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

Performance Element: Participate in career planning to enhance job success potential.
Performance Indicators:
Explain career opportunities in human resources management (PD:187) (SP)
Describe certifications for human resources-management professionals (e.g., Professional in Human Resources [PHR], Senior Professional in Human Resources [SPHR], Global Professional in Human Resources [GPHR], etc.) (PD:188) (SP)

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Performance Element: Explore professional development opportunities to enhance skills needed in human resources management.

Performance Indicators:

Identify continuing education courses or programs available to enhance human resources management skills (PD:263) (SP)

Identify professional association opportunities for human resources management professionals (e.g., educational opportunities, networking, conferences, newsletters, publications) (PD:264) (SP)

Utilize human resources publications (e.g., books, periodicals, newsletters) to update human-resources skills (PD:265) (SP)

Instructional Area: Strategic Management

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

Performance Element: Implement strategic-planning processes to guide human-resources-management decision-making.

Performance Indicators:

Explain how human resources management participates in a company's strategic planning process (SM:050) (SP)

Determine the strategic importance of organizational exit (SM:051) (MN)

Develop organizational change-management program (SM:052) (MN)

Facilitate activities to enable strategic management process implementation (SM:053) (MN)

Evaluate human resources management's contribution to organizational effectiveness (SM:054) (MN)

Performance Element: Evaluate organization's strategic planning and policy-making processes to guide decision-making.

Performance Indicators:

Apply environmental scanning techniques to assess strategic-planning processes (SM:060) (MN)

Apply results of environmental scan to business goals/objectives (SM:061) (MN)

Evaluate organizational change-management program (SM:062) (MN)

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

Chief Operations Officer	Master Scheduler
Procurement Analyst	Purchasing Manager
Quality Manager	Supply Chain Manager

Instructional Area: Business Law

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

Performance Element: Apply knowledge of business contracts to establish business relationships.
Performance Indicators:
Discuss the nature of contract suspensions (BL:084) (SP)
Explain the nature of contract terminations (BL:085) (SP)
Issue a service/goods contract (BL:087) (MN)

Performance Element: Understand laws regulating the vendor/supplier bidding process to facilitate business operations.
Performance Indicators:
Discuss regulations that affect the vendor/supplier bidding process (BL:125) (SP)

Instructional Area: Customer Relations

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

Performance Element: Foster positive relationships with customers to enhance sales.
Performance Indicators:
Explain the relationship between customer services and sales (CR:027) (CS)
Process customer orders (CR:021) (CS)
Process customer returns (CR:022) (CS)

Instructional Area: Financial Analysis

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

Performance Element: Utilize cost accounting methods to guide business decision-making.
Performance Indicators:
Discuss the relationship between operations management and accounting (FI:416) (SP)
Describe the nature of cost accounting decision making (FI:417) (SP)
Explain the nature of job costing (FI:418) (SP)
Describe the nature of activity-based costing (FI:419) (SP)
Discuss the implications of quality costs (FI:414) (SP)
Perform job costing (FI:421) (MN)
Calculate quality costs (e.g. prevention, appraisal, failure) (FI:415) (MN)
Conduct cost/benefit analysis on planned acquisitions (FI:423) (MN)

Performance Element: Manage risk to protect a business's wellbeing.
Performance Indicators:
Discuss the nature of credit risk management (RM:064) (MN)
Discuss reasons to integrate risk management into business operations (RM:055) (MN)
Discuss the nature of enterprise risk management (ERM) (RM:062) (MN)
Integrate risk management into business operations (RM:057) (MN)

Performance Element: Implement suitable internal accounting controls to ensure the proper recording of financial transactions.
Performance Indicators:
Explain the purpose of internal accounting controls (FI:343) (SP)
Determine the components of internal accounting control procedures for a business (FI:479) (MN)
Maintain internal accounting controls (FI:480) (MN)

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Instructional Area: Information Management

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

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

Performance Indicators:

Describe the impact of technology on order processing (NF:118) (CS)
Explain the nature of universal product code (UPC) barcoding (NF:119) (SP)
Explain the nature of radio frequency identification (RFID) tags (NF:120) (SP)

Instructional Area: Operations

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

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

Performance Indicators:

Describe the role of solicitations used in the purchasing process (OP:244) (SP)
Discuss the impact of vendor competition on purchasing (OP:245) (SP)
Discuss the importance of utilizing ethical purchasing methods (OP:246) (SP)
Explain the impact of the purchasing process on productivity (OP:247) (SP)
Discuss the nature of purchasing methods (OP:248) (SP)
Describe business objectives/strategies that influence purchasing (OP:249) (SP)

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

Performance Indicators:

Discuss organizational requirements for purchase requisitions (OP:251) (SP)
Discuss priority procedures used by businesses for purchases (OP:252) (SP)
Explain budgetary procedures for purchase requisitions (OP:253) (MN)

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

Performance Indicators:

Develop lists of sources (e.g. approved, preferred, partnered, certified, disqualified) (OP:254) (SP)

Conduct vendor/supplier search (OP:242) (SP)

Establish bid specifications (OP:243) (MN)

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

Performance Indicators:

Explain methods of inventory control (OP:296) (SP)

Discuss stockless purchasing and inventory systems (OP:297) (SP)

Describe the process of supplier-managed inventory (OP:298) (SP)

Performance Element: Plan the production of a product/service to facilitate business operations.

Performance Indicators:

Explain the factors impacting a master production schedule (OP:255) (MN)

Create a master production schedule (OP:256) (MN)

Evaluate the effectiveness and efficiency of a production schedule (OP:257) (MN)

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

Performance Indicators:

Determine reliability factors impacting the quality of a product/service (OP:259) (SP)

Test product/services for quality (OP:258) (SP)

Discuss the need for continuous improvement of the quality process (OP:263) (SP)

Develop continuous-improvement strategies (OP:264) (MN)

Develop a plan/program for quality achievement (OP:265) (MN)

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

Performance Indicators:

Explain the nature of order cycle time (OP:299) (SP)
Explain types of supply chain activities (OP:300) (SP)
Describe the nature of inter-organizational supply chains (OP:301) (SP)
Discuss organizational dependence on effective supply chains (OP:302) (SP)
Discuss the nature of supply chain management (OP:303) (SP)
Describe the relationship between supply chain management and logistics (OP:304) (SP)
Describe types of supply-chain management decisions (e.g., location, production, inventory, transportation) (OP:305) (MN)
Implement supply chain management strategies (OP:306) (MN)

Performance Element: Evaluate knowledge management strategies to improve the performance and competitive advantage of the organization.

Performance Indicators:

Explain the role of organizational culture in knowledge management implementation (OP:307) (MN)
Assess knowledge-management strategies (OP:308) (MN)

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

Performance Indicators:

Discuss the nature of product-development management (OP:309) (SP)
Explain ways to align product-development plans with business strategy (OP:310) (MN)
Describe methods for recognizing opportunities for innovation (OP:311) (MN)
Implement product-development management strategies (OP:312) (MN)

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

Performance Indicators:

Discuss the nature of capacity planning (OP:313) (SP)
Describe factors impacting demand (OP:314) (SP)
Explain types of capacity planning (e.g., lead strategy, lag strategy, match strategy) (OP:315) (MN)
Plan work capacity (OP:316) (MN)

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Instructional Area: Professional Development

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

Performance Element: Understand and follow company rules and regulations to maintain employment.
Performance Indicators:
Adhere to company protocols and policies (PD:250) (CS)

Performance Element: Participate in career planning to enhance job success potential.
Performance Indicators:
Explain career opportunities in operations management (PD:189) (SP)
Describe certifications for operations-management professionals (PD:190) (SP)

Performance Element: Explore professional development opportunities to enhance operations-management skills.
Performance Indicators:
Identify continuing education courses or programs available to enhance operations-management skills (PD:266) (SP)
Identify professional association opportunities for operations-management professionals (e.g., educational opportunities, networking, conferences, newsletters, publications) (PD:267) (SP)
Utilize operations-management publications (e.g., books, periodicals, newsletters) to update skills (PD:268) (SP)

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CAREER CLUSTER
Business Management and Administration

CAREER PATHWAY
Human Resources Management

INSTRUCTIONAL AREA
Human Resources Management

HUMAN RESOURCES MANAGEMENT EVENT

PARTICIPANT INSTRUCTIONS

- The event will be presented to you through your reading of the General Performance Indicators, Specific Performance Indicators and Case Study Situation. You will have up to 60 minutes to review this information and prepare your presentation. You may make notes to use during your presentation.
- You will have up to 15 minutes to make your presentation to the judge (you may have more than one judge).
- Turn in all of your notes and event materials when you have completed the event.

GENERAL PERFORMANCE INDICATORS

- Communications skills—the ability to exchange information and ideas with others through writing, speaking, reading or listening
- Analytical skills—the ability to derive facts from data, findings from facts, conclusions from findings and recommendations from conclusions
- Production skills—the ability to take a concept from an idea and make it real
- Priorities/time management—the ability to determine priorities and manage time commitments
- Economic competencies

SPECIFIC PERFORMANCE INDICATORS

1. Assist with establishment of work rules.

2. Assist employees with prioritizing work responsibilities.

3. Harmonize tasks, projects and employees in the context of business priorities.

4. Identify ways that technology impacts business.

5. Explain the nature of staff communication.

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CASE STUDY SITUATION

You are the director of human resources at BELLA ADVERTISING, a large advertising and public relations firm located in a major metropolitan area. BELLA employs over one hundred full time employees that service both local and national accounts.

All full-time account executives at BELLA ADVERTISING are issued smart phones and notebook tablets upon hiring. The company smart phones and notebook tablets are to be used for work related purposes and also personal calls when traveling on business.

Recently, the vice president of marketing at BELLA ADVERTISING sent an urgent email asking for a volunteer to help with an advertising pitch for a local charity fundraiser. The first to respond would be rewarded with a bonus. Yesterday, a sales executive was reprimanded for not immediately replying to an email from the sales director. An administrative assistant did not have the proper presentation cued in this morning's staff meeting per the email request from the company president. All of these email requests were sent in the late evening hours, several hours after the close of business at BELLA ADVERTISING.

Employees at BELLA ADVERTISING now feel compelled to constantly monitor their notebook tablets and smart phones; whether company issued or personal. Even on weekends and while on vacations, employees are afraid they will miss important directives or opportunities if not consistently checking in. At the same time, more and more employees have been counseled on limiting the amount of time spent on social media sites, personal email and personal phone calls. This dichotomy has created a lot of confusion.

YOUR CHALLENGE

The president of BELLA ADVERTISING wants you to develop a work policy for smart phone and notebook tablet use, both personal and company issued, for the BELLA staff.

The president has requested a meeting with you to hear your policy recommendations. Your policy needs to address the following:

- Appropriate response times for emails; both internal and external
- Rules for response time during weekends, sick leave, annual leave and after close of business
- Regulations for personal use of notebook tablets and smart phones
- Enforcement procedures for new policies

You will present your new policy to the president in a meeting to take place in the president's office. The president may be accompanied by additional executives from the company.

HUMAN RESOURCE MANAGEMENT, 2014

Participant: _____

JUDGE'S EVALUATION FORM
SAMPLE EVENT

I.D. Number: _____

INSTRUCTIONAL AREA: Human Resource Management

Did the participant:		Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations	Judged Score
PERFORMANCE INDICATORS						
1.	Assist with establishment of work rules?	0-1-2-3	4-5-6-7-8	9-10-11-12	13-14-15	
2.	Assist employees with prioritizing work responsibilities?	0-1-2-3	4-5-6-7-8	9-10-11-12	13-14-15	
3.	Harmonize tasks, projects and employees in the context of business priorities?	0-1-2-3	4-5-6-7-8	9-10-11-12	13-14-15	
4.	Identify ways that technology impacts business?	0-1-2-3	4-5-6-7-8	9-10-11-12	13-14-15	
5.	Explain the nature of staff communication?	0-1-2-3	4-5-6-7-8	9-10-11-12	13-14-15	
PRESENTATION						
6.	Demonstrate clarity of expression?	0-1	2-3	4	5	
7.	Organize ideas?	0-1	2-3	4	5	
8.	Show evidence of mature judgment?	0-1	2-3	4	5	
9.	Overall performance: appropriate appearance, poise, confidence, presentation, technique and responses to judge's questions?	0-1-2	3-4-5	6-7-8	9-10	
					TOTAL SCORE	