



BUSINESS AND MANAGEMENT SYSTEMS

Statewide Program of Study Framework: Business Management and Administration Career Cluster

Knowledge and Skill Statements/Suggested Performance Indicators

Employability

Career Cluster

Focus Areas

Administrative Support

Business Information
Management

General Management

Human Resources
Management

Operations Management

Overview

The Business and Management career learning area is comprised of four Career Clusters, which include: (1) Business Management and Administration, (2) Finance, (3) Hospitality, Tourism, and Recreation, and (4) Marketing. This document details the knowledge and skill statements comprising the Program of Study for the Business Management and Administration Career Cluster. The Statewide Program of Study Framework addresses two focus areas: (1) Administrative Support, (2) Business Information Management, (3) General Management, (4) Human Resources Management, and (5) Operations Management.

When reading the document, note that:

- **A Program of Study spans secondary and postsecondary education**, meaning that students are expected to master the identified skills upon completion of their programming. It is not expected that all Knowledge and Skill Statements will be taught at the high school level.
- **Knowledge and skill statements** (indicated in bold) identify the career readiness expectations that employers seek in entry-level workers.
- **Suggested performance indicators** illustrate how students might demonstrate their understanding of each knowledge and skill statement. They are offered as examples and are not required to be taught.

Secondary and postsecondary educators will collaborate to select the number, type, specificity, and educational level at which performance indicators will be taught.

For more detailed information, see the Business Management and Administration Resource Guide contained in this Google Drive.

Business Management and Administration Knowledge and Skill Statements

Employability Knowledge and Skill Statements

Applicable to all Career Clusters in the Statewide Program of Study Framework.

E-01	Adhere to workplace practices
E-02	Exhibit personal responsibility and accountability
E-03	Practice cultural competence
E-04	Demonstrate teamwork and conflict resolution
E-05	Communicate clearly and effectively
E-06	Employ critical thinking to solve problems
E-07	Demonstrate creativity and innovative thinking
E-08	Demonstrate fluency in workplace technologies
E-09	Plan, organize, and manage work
E-10	Make informed career decisions

Cluster Level Knowledge and Skill Statements

These Knowledge and Skill Statements apply to all Business Management and Administration Programs of Study in Oregon.

CC-BMA01	Describe how leadership, workplace culture, and cross-organizational teams contribute to achieving business goals
CC-BMA02	Demonstrate an understanding of and adherence to safe working practices
CC-BMA03	Demonstrate knowledge of general business management practices
CC-BMA04	Demonstrate knowledge of general economic and business concepts
CC-BMA05	Describe and demonstrate the use of technology to conduct business operations
CC-BMA06	Describe the existence and purpose of governmental regulations and applicable business codes, laws, and rules
CC-BMA07	Describe and demonstrate industry accepted ethical practices and behavior
CC-BMA08	Demonstrate ability to communicate effectively using a range of business appropriate techniques and products (written, verbal, digital, visual)
CC-BMA09	Demonstrate a basic understanding of customer service
CC-BMA10	Understand the concepts, processes, and skills associated with small business ownership and entrepreneurial ventures
CC-BMA11	Demonstrate familiarity with key components of business and organizational strategy

Focus Area Level Knowledge and Skills

These are updated Knowledge and Skill Statements for five Business Management and Administration Focus Area Programs of Study: 1) *Administrative Support*, 2) *Business Information Management*, 3) *General Management*, 4) *Human Resources Management*, and 5) *Operations Management*.

Administrative Support

FA-BMA-AS01	Plan, staff, lead and organize human resources to enhance employee productivity and satisfaction
FA-BMA-AS02	Access, evaluate and disseminate information for business decision making
FA-BMA-AS03	Plan, monitor and manage day-to-day business activities
FA-BMA-AS04	Demonstrate understanding of technology risk-management

Business Information Management

FA-BMA-BIM01	Demonstrate knowledge of and adherence laws and regulations affecting business operations and transactions
FA-BMA-BIM02	Demonstrate understanding of financial resources to plan for, monitor, manage, and maintain a business' financial well-being
FA-BMA-BIM03	Demonstrate ability to access, evaluate and disseminate information for business decision making
FA-BMA-BIM04	Demonstrate the ability to plan, monitor and manage day-to-day business activities to sustain continued business functioning
FA-BMA-BIM05	Demonstrate the ability to plan, organize and manage an organization/department to achieve business goals

General Management

FA-BMA-GM01	Describe and follow laws and regulations affecting business operations and transactions in a global marketplace
FA-BMA-GM02	Explain how to access, evaluate, and disseminate information for business decision making
FA-BMA-GM03	Explain economic concepts fundamental to global business operations
FA-BMA-GM04	Employ and manage techniques, strategies, and systems to enhance business relationships
FA-BMA-GM05	Plan, monitor, manage, and maintain the use of financial resources to ensure a business's financial wellbeing
FA-BMA-GM06	Plan, monitor and manage day-to-day business activities to sustain continued business functioning
FA-BMA-GM07	Plan, organize and manage an organization/department to achieve business goals
FA-BMA-GM08	Demonstrate knowledge of project management functions

Human Resources Management

FA-BMA-HRM01	Demonstrate an understanding of the role of human resources in business operations
FA-BMA-HRM02	Describe laws and regulations affecting human resource operations
FA-BMA-HRM03	Demonstrate knowledge of information for human resources management decision making
FA-BMA-HRM04	Demonstrate ability to motivate and supervise personnel to achieve completion of projects and business goals
FA-BMA-HRM05	Demonstrate ability to plan, monitor and manage the use of financial and human resources to ensure a business's financial wellbeing
FA-BMA-HRM06	Demonstrate ability to plan, staff, lead, and organize human resources to enhance productivity and satisfaction
FA-BMA-HRM07	Demonstrate ability to plan, monitor and manage day-to-day business activities to foster a healthy and safe work environment
FA-BMA-HRM08	Demonstrate ability to plan, organize and implement compensation, benefits, health, and safety programs

Operations Management

FA-BMA-OM1	Describe and follow laws and regulations affecting business operations and transactions
FA-BMA-OM2	Develop and maintain positive customer relationships
FA-BMA-OM3	Demonstrate knowledge of how to use inventory tracking systems to facilitate operational controls
FA-BMA-OM4	Demonstrate knowledge of how to plan, monitor and manage day-to-day business activities to maintain and improve operational functions

Employability Knowledge and Skill Statements with Suggested Performance Indicators

E-01	Adhere to workplace practices
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Explain and follow workplace standards, rules, and regulations B. Show up on time and prepared to work C. Demonstrate the ability to take direction, be proactive, and work independently
E-02	Exhibit personal responsibility and accountability
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Apply professional and ethical standards of the industry to personal conduct B. Maintain integrity and promote personal and professional integrity in co-workers C. Take responsibility and carry out work assignments
E-03	Practice cultural competence
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Demonstrate awareness of issues related to diversity, equity, and inclusion B. Work effectively with colleagues of differing abilities, cultures, and backgrounds C. Describe issues relating to workplace harassment D. Model behaviors that are respectful and sensitive of others
E-04	Demonstrate teamwork and conflict resolution
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Demonstrate the ability to collaborate and contribute to the work of a diverse team B. Explain when it is appropriate to lead and when to follow another's lead C. Demonstrate strategies for resolving issues with coworkers
E-05	Communicate clearly and effectively
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Listen attentively, and speak and write clearly to convey information correctly B. Interpret information and instructions presented in verbal and written form C. Demonstrate effective communication with colleagues, supervisors, customers, and suppliers D. Demonstrate the ability to communicate verbally, in writing, and using electronic communication tools
E-06	Employ critical thinking to solve problems
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Recognize problems in the workplace and diagnose their root causes B. Develop well-reasoned plans to solve identified challenges C. Apply and follow through on plans to ensure that problems are resolved
E-07	Demonstrate creativity and innovative thinking
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Develop ideas to solve problems in new and different ways B. Investigate one's own and others' ideas to find those with greatest applicability C. Develop and deploy plans to implement new ideas in the workplace

E-08	Demonstrate fluency in workplace technologies
Suggested Performance Indicators	<p>A. Demonstrate knowledge and application of general technology skills, including hardware and software commonly used in the industry</p> <p>B. Use online communication, networking tools and social networks to access, manage, evaluate, and create information to successfully function in a knowledge economy</p> <p>C. Describe and demonstrate a fundamental understanding of the ethical, legal, and security issues surrounding access to and use of information technologies</p>
E-09	Plan, organize, and manage work
Suggested Performance Indicators	<p>A. Identify an intended project outcome including available inputs, materials, labor, timeline for producing work, and job-site obligations</p> <p>B. Effectively plan, monitor, and complete projects on time and within budget using available resources and materials</p> <p>C. Demonstrate ability to write coherent reports and project summaries to communicate the progress of project work and its adherence to schedule</p>
E-10	Make informed career decisions
Suggested Performance Indicators	<p>A. Identify job and entrepreneurial opportunities in the industry and the required education and credentials to obtain employment</p> <p>B. Set short- and long-term career goals based on personal interests and aptitudes</p> <p>C. Maintain a project portfolio</p> <p>D. Develop a professional resume</p> <p>E. Explain and demonstrate how to cultivate and maintain a professional presence in an online environment, including the appropriate use of social media and networking platforms</p>

Business Management and Administration Career Cluster Knowledge and Skill Statements with Suggested Performance Indicators

CC-BMA01	Describe how leadership, workplace culture, and cross-organizational teams contribute to achieving business goals
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Define “culture & values” in an organization and the importance of leadership in creating and fostering a company culture B. Identify the factors that influence an organization’s structure and the differences between flat and hierarchical organizational structures C. Summarize the importance of cross-organizational teams in achieving business goals D. Identify desired group and team behavior E. Describe the role of management in demonstrating leadership, motivating employees, resolving conflict, and addressing stress F. Explain the commonalities and differences across leadership styles and describe their pros and cons
CC-BMA02	Demonstrate an understanding of and adherence to safe working practices
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Describe the importance of a safety culture in the business world B. Demonstrate awareness of and take steps to address common hazards in office and retail spaces C. Describe the common injuries of workers in office and retail spaces and the safety equipment used to mitigate them
CC-BMA03	Demonstrate knowledge of general business management practices
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Articulate standard functions to run any business (e.g., accounting, finance, marketing, human resources) and the roles that support these B. Explain the principles of an organizational chart, and the functions and skills assigned to varying roles within that structure C. Describe the roles and responsibilities of team members typically engaged in managing business functions and workers D. Explain key marketing terminology and concepts (e.g., target market, marketing mix/4Ps [product, place, price, promotion], market segmentation) E. Explain how market research impacts the success of a business F. Describe how to use budgets to guide financial decision-making

CC-BMA04	Demonstrate knowledge of general economic and business concepts
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Describe commonalities and differences among the basic forms of business ownership (public/private) and the sub-groups under these forms (sole proprietor, franchise, limited liability, C or S corp., NYSE/NASDAQ/OTC) B. Explain the benefits and drawbacks of applying different forms of business ownership and structure to various types of businesses C. Describe how a business would operate in varying social-economic systems (capitalism, socialism, communism) and differences and commonalities across such systems D. Describe macroeconomic principles, their impact on overall economic health, and potential impacts on business E. Describe how government policies influence business management decisions (e.g., worker rights, environmental protection, market regulations)
CC-BMA05	Describe and demonstrate the use of technology to conduct business operations
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Describe the types of technology systems used to manage inventory and human resources B. Describe the different types of hardware and software typically found in organizations and how they are used to conduct operations and manage inventory and human resources C. Describe the impact of technology on career pathways in business/industry (e.g., how computers have eliminated and created jobs) D. Describe the impact of computers on access to information and information exchange worldwide E. Select and demonstrate the use of appropriate technology tools for expediting business processes and solving problems
CC-BMA06	Describe the existence and purpose of governmental regulations and applicable business codes, laws, and rules
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Describe the purpose of governmental regulations and state and local business laws, codes and rules B. Explain the types of governmental regulations that apply in business and how the professions engage with them C. Describe how the Americans with Disabilities Act influences the design of office and retail space D. Describe requirements related to handling and disposal of environmentally hazardous materials in accordance with the Occupational Safety and Health Administration (OSHA), and Environmental Protection Agency (EPA) regulations E. Describe different types of taxes and the expectations of employers in compliance and reporting

CC-BMA07	Describe and demonstrate industry accepted ethical practices and behavior
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Describe legal issues faced by business professionals B. Define the rights and responsibilities of workers C. Demonstrate knowledge of ethical issues associated with running a business D. Define ethical behavior from financial, environmental, and social perspectives and describe the impact of unethical behavior
CC-BMA08	Demonstrate ability to communicate effectively using a range of business appropriate techniques and products (written, verbal, digital, visual)
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Describe complex issues using appropriate oral or written communication, including correct spelling, grammar, and punctuation B. Demonstrate ability and comfort level with public speaking including to large groups and individuals at all levels of the organization C. Describe and demonstrate appropriate exchanges of information via verbal, written, digital, and social media, and other online platforms D. Explain the benefits and risks of using social media vs. other forms of communication in an organization E. Demonstrate proficiency in business applications such as word processing software, business bookkeeping and spreadsheet applications, presentation slide decks, and business communication software F. Demonstrate ability to appropriately present a project proposal or project results
CC-BMA09	Demonstrate a basic understanding of customer service
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Define what it means that customers are both internal and external B. Define excellent customer service C. Describe the type of services used to provide assistance to customers D. Demonstrate strategies for working with customers to find the services or products to address their identified need E. Demonstrate ability to assist customers in a professional manner
CC-BMA10	Demonstrate an understanding of the concepts, processes, and skills associated with small business ownership and entrepreneurial ventures
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Describe the different types of entrepreneurships (e.g., small business, scalable startup, large company, social) as a method of business ownership B. Explain risk-based management and decision making and how they are integrated into the entrepreneurial experience C. Describe why innovation, creativity, and risk-taking are central to entrepreneurship D. Explain how a start-up must manage itself and cash flows as compared to a sustaining business E. Identify available sources of capital for entrepreneurial ventures and describe how these funding sources differentially impact the operations and ownership of the venture

CC-BMA11	Demonstrate an understanding of basic mathematics as used in the industry
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Describe the different ways organizations compete (e.g., quality, service, status, price) B. Explain the value of differentiation of product and/or service and its impact on the competitive strength or weakness of a business C. Identify elements that differentiate or help create a competitive advantage for a business in a particular industry cluster D. Describe how a business' responsibility to employees, shareholders, society, and the environment impacts business decisions and how these decisions may vary across businesses in the for-profit and non-profit sectors E. Describe the role of strategic planning, including the elements of a strategic plan (e.g., mission and vision statement, core values, Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, long-term goals, actions, measurement) F. Explain how various financial statements are used for decision-making and planning in running a business (e.g., income statement, balance sheet, cash flow statement) G. Describe different financing options and advantages and disadvantages for expanding a business (e.g., bank loan, venture capital, grants, lines of credit)

Administrative Support Focus Area Knowledge and Skill Statements with Suggested Performance Indicators

FA-BMA-AS01	Describe how human resources may be designed, organized, and managed to enhance employee productivity and satisfaction
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Describe programs for improving employee satisfaction, including gathering and analyzing data and applying knowledge gained B. Describe ways to manage staff growth and professional development at an organizational level C. Describe strategies for assessing staff training needs and determining appropriate training methods D. Explain the role and function of a Human Resources department E. Describe the components of hiring interview and model a simulated interview
FA-BMA-AS02	Explain how information for business decision making can be accessed, evaluated, and disseminated
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Demonstrate the ability to perform scheduling functions to facilitate on-time, prompt completion of work activities B. Demonstrate how to schedule work meetings and make travel arrangements C. Demonstrate the ability to efficiently create, store, organize, and manage business documentation (work files, customer orders/forms, shipping information, etc.) D. Prepare official business documentation for both internal and external clients (e.g., documents, reports, RFPs, relevant financial information) E. Demonstrate advanced level skills in appropriate software applications (i.e., word-processing, presentation applications, database, spreadsheets) utilized within the business F. Demonstrate the ability to use correct grammar, spelling, punctuation, and other English mechanics to produce reports, and other written products
FA-BMA-AS03	Describe how to plan, monitor and manage day-to-day business activities
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Demonstrate how to operate essential office equipment and provide support to colleagues (e.g., troubleshooting, engaging technical support) B. Demonstrate basic project management skills used to start, run, and complete projects including coordinating schedules and activities and planning meetings C. Demonstrate basic accounting skills (recording transactions, preparing deposits, and analyzing bank statements) D. Develop and implement process and procedure for purchasing business supplies, equipment, and services, including managing and maintaining vendor relationships E. Develop and implement procedures to maintain office equipment and supplies

FA-BMA-AS04	Demonstrate understanding of technology risk-management
Suggested Performance Indicators	<ul style="list-style-type: none">A. Explain and abide by organizational technology use, safety, and security policies (acceptable use policy, web page policies, etc.)B. Explain and abide by laws pertaining to computer crime, fraud, and abuseC. Demonstrate ability to follow policies and procedures to prevent and recover from data integrity loss

Business Information Management Knowledge and Skill Statements with Suggested Performance Indicators

FA-BMA-BIM01	Demonstrate knowledge of and adherence laws and regulations affecting business operations and transactions
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Demonstrate understanding of business contracts to establish business relationships, including the issuance, suspension, and termination of contracts B. Explain how laws and regulations are used to establish effective business practices C. Demonstrate knowledge of laws and regulations used to establish effective, customized, and business-appropriate practices and guidelines
FA-BMA-BIM02	Demonstrate understanding of financial resources to plan for, monitor, manage, and maintain a business' financial well-being
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Describe and use cost accounting methods to guide business decisions pertaining to quality and to calculate costs B. Explain the reasons to integrate risk management into business operations C. Explain the purpose of internal accounting control procedures D. Use, integrate, and maintain internal accounting control procedures for a business
FA-BMA-BIM03	Demonstrate ability to access, evaluate and disseminate information for business decision making
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Explain issues involved in designing systems for different environments B. Demonstrate the ability to use database software to create databases that facilitate business decision-making C. Create a database to meet business requirements D. Demonstrate data entry techniques to accurately and efficiently enter, edit, and extract information from databases E. Demonstrate the use of a computer's operating system to execute basic work responsibilities (e.g., moving and sharing files, creating directories)
FA-BMA-BIM04	Demonstrate the ability to plan, monitor and manage day-to-day business activities to sustain continued business functioning
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Demonstrate the use of project management processes to plan, implement, and maintain a business project B. Describe strategies for managing project teams and business projects to minimize errors and produce products on time and within budget C. Develop requirements and solutions to improve business processes, performance, or people D. Describe quality-control processes to minimize errors and to improve processes E. Develop plans to promote continuous-improvement and quality achievement

FA-BMA-BIM05	Demonstrate the ability to plan, organize and manage an organization/department to achieve business goals
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Describe strategies for coordinating information management and business management to aid in business planning B. Explain the strategic role of information systems/information communication technology within an organization C. Establish the needed maintenance system and appropriate scheduling for office equipment/technology and peripherals D. Develop inventory and maintenance procedures for supplies

General Management Focus Area Knowledge and Skill Statements with Suggested Performance Indicators

FA-BMA-GM01	Describe and follow laws and regulations affecting business operations and transactions in a global marketplace
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Describe how government/legal activities affect global trade B. Describe customs regulations relating to importing and exporting C. Explain the nature of legal recourse in resolving global business disputes D. Describe how regulations for business expansion may be applied to meet government requirements and industry standards E. Describe domestic laws governing global business expansion
FA-BMA-GM02	Explain how to access, evaluate, and disseminate information for business decision making
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Demonstrate the ability to write internal and external analytical reports that examine a problem/issue and recommend an action B. Describe the steps to be taken to identify and solve a business problem/issue C. Demonstrate the ability to utilize information from analytical reports to develop/implement organizational projects D. Develop, implement, and evaluate the results of a plan of action to make required changes
FA-BMA-GM03	Explain economic concepts fundamental to global business operations
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Discuss the impact of globalization on business activities B. Explain cultural considerations that impact global business relations C. Explain the impact of major trade alliances on business activities D. Describe the impact of the political environment on world trade E. Explain the impact of geography on world trade
FA-BMA-GM04	Describe techniques, strategies, and systems can be used to enhance business relationships
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Explain and demonstrate managerial ethics related to personal behavior and staff supervision B. Explain and discuss the impact of business customs and practices on global trade to include the North American, European, Latin American, Pacific Rim and Middle Eastern markets C. Explain and describe how cultural differences impact business customs in global trade D. Develop scenarios of business transactions and explain differences between global transactions and transactions within a country

FA-BMA-GM05	Describe how financial resources can be monitored and managed to ensure a business's financial wellbeing
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Describe how to identify and manage business risks to protect a business's finances B. Describe the steps needed to assess business, task, accounting, and legal risks C. Describe risk-management strategies D. Describe the components of a risk-management plan E. Explain how to monitor a business's profitability
FA-BMA-GM06	Describe how day-to-day business activities can be monitored and managed to sustain continued business functioning
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Explain the steps associated with establishing Request for Proposal bid specifications, analyzing vendor responses, selecting a winning proposal, and negotiating terms B. Manage quality-control processes to minimize errors and to expedite workflow C. Explain the nature of quality management D. Discuss the need for continuous improvement of the quality process E. Develop plans to promote continuous-improvement and quality achievement
FA-BMA-GM07	Demonstrate how an organization/department may be organized and managed to achieve business goals
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Describe the strategic planning process within an organization and strategies for achieving an identified vision, mission, and goals B. Develop business plans to meet company needs and implement change C. Describe strategies for assessing the causes of staff turnover and identify mitigation strategies D. Interpret internal information for strategic planning (e.g., financial/accounting, marketing, operations, human resources, information technology, and individual employee data) E. Describe the use of performance standards and performance improvement plans to evaluate and strengthen employee performance F. Explain how benchmarks can be used to evaluate and improve company performance
FA-BMA-GM08	Demonstrate knowledge of project management functions
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Identify analytical and statistical tools used in project planning (e.g., GANTT, workflow, critical path) B. Determine specific, measurable, achievable, realistic, and time-bound (SMART) goals for specific projects C. Develop project plans, milestones, and timelines D. Explain how to effectively allocate resources to achieve project goals E. Describe how digital tools can be used to evaluate project progress and achievement of goals

Human Resources Management Focus Area Knowledge and Skill Statements with Suggested Performance Indicators

FA-BMA-HRM01	Demonstrate an understanding of the role of human resources in business operations
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Describe how human resource activities and policies relate to operational and strategic planning B. Describe the cost and value of employee retention and negative impact of high turnover C. Explain the purpose of employee performance reviews D. Explain why setting and articulating clear expectations with consistent follow up leads to performance and goal attainment E. Identify cultural elements that promote strong and cohesive work teams throughout an organization and what might occur if cultural elements are not considered F. Explain why and when lay-offs, furloughs, firing, and severance are appropriate actions
FA-BMA-HRM02	Describe laws and regulations affecting human resource operations
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Describe how human resources laws and regulations are used to ensure equitable treatment of employees and to meet government requirements B. Explain human resources management's legal responsibility in maintaining labor relations C. Describe strategies for delivering training on laws and regulations
FA-BMA-HRM03	Demonstrate knowledge of information for human resources management decision making
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Demonstrate the capacity to communicate with staff to clarify workplace expectations and benefits B. Maintain confidentiality in dealing with personnel C. Manage internal and external business relationships to influence organizational decision making
FA-BMA-HRM04	Demonstrate ability to motivate and supervise personnel to achieve completion of projects and business goals
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Identify benefits of continuous learning and/or professional development and provide opportunities for employees to participate B. Model behaviors and actions to effectively motivate and lead people to effect change C. Model behaviors and actions to effectively motivate and promote the use of teamwork in the workplace D. Exhibit the ability to be flexible and allow for the adaptations in work that team-tasking requires

FA-BMA-HRM05	Demonstrate ability to plan, monitor and manage the use of financial and human resources to ensure a business's financial wellbeing
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Describe how to manage financial resources to maintain and evaluate human resources expenses B. Describe how to manage technology to effectively utilize financial resources C. Identify and explain how technology can be used for recruitment, hiring, and training human resources
FA-BMA-HRM06	Demonstrate ability to plan, staff, lead, and organize human resources to enhance productivity and satisfaction
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Describe the steps in making termination and transition decisions that meet company goals B. Identify programs to assist in meeting needs of separated and transitional employees C. Describe the nature and scope of human resource management models D. Describe human resources development activities (e.g., continuous learning, professional development) E. Explain strategies for resolving staff issues/problems to enhance productivity and improve employee relationships
FA-BMA-HRM07	Demonstrate ability to plan, monitor and manage day-to-day business activities to foster a healthy and safe work environment
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Explain human resources health and safety issues B. Describe how to troubleshoot health and safety problems to foster a safe work environment C. Develop and analyze human resources safety and security programs, practices, and services
FA-BMA-HRM08	Demonstrate ability to plan, organize and implement compensation, benefits, health, and safety programs
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Describe strategic planning processes to guide human resources management decision making B. Identify employee benefit options to attract and keep qualified employees (e.g., benefit and retirement plans, employee wellness/fitness plans) C. Analyze compensation functions to meet employee expectations and to remain competitive with other employers D. Describe strategies for selecting a compensation system to match management's goals and attract employees E. Describe how to analyze benefit and health and safety plans to maximize employee benefits and protection while minimizing human resources costs

Operations Management Focus Area Knowledge and Skill Statements with Suggested Performance Indicators

FA-BMA-OM01	Describe and follow laws and regulations affecting business operations and transactions
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Describe how to apply knowledge of business contracts to establish business relationships, including contract creation/preparation, suspension, and termination B. Explain laws and regulations that affect the vendor/supplier bidding process to facilitate business operations C. Develop and evaluate bid specifications for an identified project based on laws regulating the process
FA-BMA-OM02	Describe strategies to develop and maintain positive customer relationships
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Explain the relationship between customer services and sales B. Utilize customer relationship management skills to conduct customer-facing processes effectively and efficiently (e.g., processing customer orders and returns) C. Develop and implement a customer satisfaction and idea survey, evaluate survey data, and implement changes based on customer feedback D. Maintain customer database for personal contacts
FA-BMA-OM03	Demonstrate knowledge of how to use inventory tracking systems to facilitate operational controls
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Demonstrate the ability to utilize tools, strategies, and systems to develop and maintain operational controls B. Identify appropriate tools, strategies, and systems for operational controls that are appropriate for the business/industry C. Describe the benefits of “just-in-time” inventory systems D. Describe how information obtained from operational control systems can be used to determine the success/failure of a business/industry E. Explain inventory tracking technology to facilitate operational control F. Describe the impact of technology on order processing (e.g., universal product code (UPC) barcoding, radio frequency identification (RFID) tags)

FA-BMA-OM04	Demonstrate knowledge of how to plan, monitor and manage day-to-day business activities to maintain and improve operational functions
Suggested Performance Indicators	<ul style="list-style-type: none"> A. Describe purchasing activities used to obtain business materials and services B. Describe tools that assist in the scheduling process C. Explain the benefits of establishing and maintaining close working relationships with suppliers D. Identify key factors when selecting suppliers (e.g., quality, price, reliable delivery) E. Discuss inventory control strategies used to maintain appropriate levels of stock/supplies F. Explain the nature of quality management and the need for continuous improvement of the quality process G. Explain what a supply chain is within industry and describe types of supply chain management decisions (e.g., location, production, inventory, transportation)