

Business, Management and Administration

Pathway: Management

Code	Topic	Course	Knowledge and Skill	Performance Element	Measurement Criteria
BAPA01.01	Planning/ Organizing/ Evaluating	#6: Principles of Management	Develop and implement short and long-term strategic plans to manage growth, profit and goals within a specific market segment.	Complete effective business plans to meet varied business needs.	Create a company vision, mission and goals.
					Create short and/or long-term strategic plans.
					Create the elements of a strategic plan.
				Develop and implement annual performance-based operating plans to manage long-range company goals.	Create the elements of an annual operating plan.
					Create annual operating plans.
					Develop technical management sections and work break-down structures; schedule types (Gantt charts, PERT charts, etc.) and priorities; and cost management sections and profit projections for annual operating plan.
				Develop and implement business plans to serve division and department subjects.	Develop and implement financial/budgeting plans.
					Develop and implement legal/contractual and/or risk management plans.
					Develop and implement organizational charts and staffing/human resource plans.
					Develop and implement inventory control plans and/or quality control/quality assurance plans.
	Develop and implement project or workload management plans.				

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BAPA01.02	Planning/ Organizing/ Evaluating	#6: Principles of Management	Evaluate employee performance to provide timely and appropriate responses to personnel issues.	Apply performance standards to evaluate employees.	Identify and communicate performance standards.	
					Identify and communicate policies and procedures for reviewing performance.	
					Track performance indicators and develop performance reports.	
				Develop timely responses to employee performance evaluations.	Analyze performance reports for their impact upon your responsibility sets.	
					Provide feedback response on employee's performance.	
					Implement performance improvement plans.	
Amend employee work plans to account for performance evaluation results.						
Provide strategies for rewarding employee performance.						
BAPA01.03	Planning/ Organizing/ Evaluating	#6: Principles of Management	Organize the various business services to address all company components.	Analyze the individual role and unit's responsibility to the business.	Identify the various departments' work group organization and individuals, as well as their interrelationships, within a company's organizational structure.	
					Identify the various employees responsible for the management of company information (including their responsibilities).	
					Demonstrate the ability to describe and adopt the appropriate organizational tools and systems for the unit and the unit's responsibility set.	
					Develop policies and procedures to provide support for the organization.	Review current policies and procedures.
						Identify areas where policies and procedures must be added or revised.
						Develop a company policy and procedures manual.
				Organize business components to assure quality products/services are delivered on time.	Organize data/information/research.	
					Organize people (human resources).	
					Organize all other resources.	
				Organize activities to meet time lines.		
				Organize production or delivery of products/services.		

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BAPA02.01	Communicating	#3: Business Communications #6: Principles of Management	Assume appropriate roles to create, deliver, receive and manage business communications in the workplace.	Identify audience and create communications support statistics for internal and external audiences.	Identify the audience and determine the type of communication to use for that audience.	
					Gather the data to be included in the communication for the specific external audience.	
					Prepare the communication in easy to understand format for intended audience.	
					Choose the appropriate mode of communication.	
					Assume the necessary role to perform the responsibilities of delivering a message.	Adopt the appropriate communicator role (trainer, presenter, counselor, etc.)
					Listen to and value the response of the audience to determine the effectiveness of the communication and appropriate follow-up actions.	
				Assume the necessary role to perform the responsibilities of receiving a message.	Perform any required follow-up actions (respond to questions, document the communication session, etc.)	
					Use appropriate visuals, media, body language, and handouts.	
					Document those verbal communications for which a record may be required.	
					Adopt the appropriate receiver role (listener, participant, observer, etc.)	
					Provide feedback on the communication received and communicate any questions, need for clarifications, or follow-up requests that you may have for the communicator.	
					Perform any required follow-up actions (perform assigned tasks, send notes of appreciation, etc.)	

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			(CONTINUED)	Manage the broad scope of business communications to process, document, and store information efficiently and appropriately.	Develop and implement documentation processes and procedures.
					Make records of verbal and written communications in accord with your company's documentation processes and procedures.
					Utilize a document management or information storage system (may require an individual to know how to interact with the manager of information systems).
					Recall and utilize document records.
					Store communication for future reference or input into database, as required.
				Prepare appropriate materials to reply to inquiries that required a considered response.	Understand and communicate the purpose of the reply.
					Use the appropriate grammar, tone, style.
					Perform any other required activities (amend the file record, interact with legal, etc.)

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BAPA03.01	Supervising/ Directing and Motivating/ Leading	#10: Human Resources Management	Motivate and supervise personnel to achieve completion of projects and company goals.	Exhibit behaviors and actions to effectively motivate and lead people.	Identify and describe strategies that provide performance incentives.
					Motivate and lead employees toward innovative ideas and/or critical thinking ability.
					Motivate and lead employees toward continuous learning and/or professional development.
				Exhibit behaviors and actions to effectively motivate and lead change.	Identify and describe reasons for macro- and micro-economic change (change in the community, industry, internal and external operations).
					Motivate and lead employees toward macro- and micro-economic change (change in the community, industry, internal and external operations).
				Exhibit behaviors and actions to effectively motivate and promote the use of teamwork in the workplace.	Describe the interrelationships, interactions, and communications required for teaming.
					Develop and implement team operating procedures.
					Describe and be able to adopt the tools/resources that facilitate working in team (WebX, Groupware, etc.)
					Exhibit the ability to be flexible and allow for adaptations in work that team-tasking requires.
					Structure evaluation mechanisms to promote teamwork.

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BAPA03.02	Supervising/ Directing and Motivating/ Leading	#10: Human Resources Management	Direct and supervise personnel to complete company goals and projects.	Exhibit the actions and behaviors most effective for supervising and directing the financial resources.	Demonstrate the ability to supervise and direct assets and liabilities.
					Identify changes between assets and liabilities that impact the company's equity. Demonstrate the ability to supervise and direct relationships with financial services firms and other providers/investors.
				Exhibit the actions and behaviors most effective for supervising and directing the human resources assigned to you for a company.	Establish and communicate workplace ethics and/or code(s) of conduct statements. Establish and communicate corporate values. Manage and mediate interpersonal conflict within the company organizational structure. Demonstrate the ability to supervise and direct relationships with specific internal and external company constituents (employees, employee teams/work groups, upper management, board members and stockholders and other company wide relationships.) Identify and describe difficult personalities and describe strategies for dealing with those appropriately. Identify and describe the impact of diversity in the workplace and demonstrate the ability to adopt strategies for promoting workplace harmony and company productivity.

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			(CONTINUED)	Exhibit the actions and behaviors most effective for supervising and directing the external relationships in your area of responsibility.	Exhibit actions and behaviors to supervise and direct risk mitigation activities and other legal issues. Demonstrate the ability to supervise and manage quality control issues. Demonstrate the ability to motivate and lead specific external business constituents (clients, stockholders and board members, suppliers and service providers, government or regulatory associations, media, and the community.)
				Exhibit the actions and behaviors most effective to supervise and direct the knowledge/information resources.	Supervise and direct IT resources. Supervise and direct R and D resources. Supervise and direct contractual obligations.
				Exhibit the actions and behaviors most effective for supervising and directing company tangibles.	Supervise and direct facilities, equipment, and supply chains. Supervise and direct company products and/or services. Supervise and direct company inventory and/or intellectual property.
				Exhibit the actions and behaviors most effective for supervising and directing company intangibles.	Manage and/or positively impact the company's goodwill. Manage and/or positively impact the company's image.

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BAPA04.01	Maintaining Facilities, Equipment and Supplies	#9: Operations Management	Develop and implement plans and standard operating procedures to assure maintenance of facilities, equipment and supplies.	Describe the types and requirements of all company facilities, equipment and supply chains to manage physical properties of company structure.	Describe the history of all company facilities, equipment and supply chains.
					Identify and maintain records of the physical layout of company facilities.
					Identify and maintain records of all company workstations and spaces including equipment.
					Identify and maintain records of facility safety, security, and emergency management requirements. (This includes healthy workplace environment requirements, facility housekeeping and sanitation requirements, etc.)
				Manage the present day-to-day operations and maintenance of all company facilities, equipment and supply chains to assure physical integrity of all systems.	Identify and maintain records of HVAC, utility, other building systems and physical plant requirements. Include external facilities such as parking lots, rights-of-way, sidewalks, lighting and groundskeeping.
					Prepare operations and maintenance plans for the physical layout of all company facilities including workstations, safety and security, housekeeping and sanitation, IT infrastructure, utility systems, and external facilities.
Prepare operations and maintenance plans for all equipment.					

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			(CONTINUED)		Prepare a management plan for the day-to-day operations and maintenance of all company supply chains.
				Hire personnel and/or subcontractors and/or issue purchase orders for maintenance of physical facilities and equipment.	
				Utilize best-value procurement policies in accord with any and all regulatory and/or company policies and procedures (including e-business technologies, as appropriate).	
				Determine adjustments needed and plan for future growth in facilities, equipment and supply chains to enable profitable operation and growth.	Analyze growth projections and determine the impact of future growth on the facilities, equipment and supply chain.
					Analyze growth projections and determine the impact of future growth on the company profit margin.
					Prepare technical and cost management plans for the physical facilities, acquisition of new equipment, and an alternative, best-value supply chain.
					Develop a plan for managing the budget for facilities, equipment and supply chain, including lease versus purchase, purchase versus repair.
			Explain how you would make economic price adjustments to stay within the company profit margin and continue to manage facilities, equipment and supply chains.		

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BAPA05.01	Monitoring Progress	#11: Organizational Leadership	Utilize performance standards to monitor progress of personnel, finance and other functional areas.	Identify and communicate performance standards and operating policies and procedures such as ISO to personnel.	Determine elements desired for performance standards.
					Develop policies and procedures for reviewing performance.
					Prepare written instructions to accompany procedures.
				Evaluate results of performance standards to develop an effective tracking system.	Track performance indicators according to schedule and standard.
					Evaluate tracking data and develop performance reports.
				Analyze performance reports and make adjustments to recognize successes and identify shortfalls.	Analyze performance reports for their impact upon assigned responsibility.
					Develop appropriate responses to performance shortfalls.
					Implement performance improvement plans.
Amend annual operating plans to account for evaluation results.					

Code	Topic	Course	Knowledge and Skill	Performance Element	Measurement Criteria
BAPA06.01	Facilitating Change	#11: Organizational Leadership	Evaluate opportunities to determine potential company changes and implement strategies for catalyzing and guiding changes.	Evaluate opportunities to determine potential company changes.	Identify performance standards within the company that impact bottom line and/or drive the need for change.
					Review performance reports to locate areas that indicate the need to change organizational process or performance.
					Compile areas needing attention and identify action to be taken.
					Inform others of changes, purpose and their roles.
				Implement the improvement process to guide the change.	Evaluate actions to be taken and make decision to proceed or abandon idea.
					Document and evaluate input and outcomes throughout the process.
					Roll out full-scale implementation of the change.
Evaluate the improvement process (cost/benefit analysis, impact analysis, etc.).					

Additional Recommended
CTE/Degree Major Courses:
#4: Accounting
#5: Business Law
#7: Advanced Accounting
#8: Managerial Accounting
#12: Financial Accounting