Grade 11

**Instructional Area**

**BUSINESS LAW**

**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)

**Instructional Area**

**CUSTOMER RELATIONS**

**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)

**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)
### Instructional Area

#### ECONOMICS

**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 and marketing 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 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)

**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, EC LAP 23) (SP)
- Discuss the global environment in which businesses operate (EC:104, EC LAP 22) (SP)
- Describe factors that affect the business environment (EC:105, EC LAP 26) (SP)
- Explain the nature of business ethics (EC:106, EC LAP 21) (SP)
- Explain how organizations adapt to today’s markets (EC:107, EC LAP 25) (SP)

**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)

**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, EC LAP 7) (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)
## ECONOMICS (cont’d)

**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)

## EMOTIONAL INTELLIGENCE

**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)

## FINANCIAL ANALYSIS

**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)

## HUMAN RESOURCES MANAGEMENT

**Performance Element**
Understand the role and function of human resources management to obtain a foundational understanding 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)
2-Credit Accelerated BMA Program of Study
High School Courses

Instructional Area
INFORMATION MANAGEMENT

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 legal and ethical issues associated with information management (SP)
Combined (NF:111) and (NF:076)

Instructional Area
MARKETING

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)

Instructional Area
OPERATIONS

Performance Element
Understand operations’ role and function in business to value its contributions to a company.

Performance Indicators
Explain the nature of operations (OP:189, OP LAP 3) (CS)
Discuss the role of regulations and ethics in operations (SP) Combined (OP:190) and (OP:339)
Describe the use of technology in operations (OP:191) (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)

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)
## PROFESSIONAL DEVELOPMENT

**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)

## STRATEGIC MANAGEMENT

**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)
- 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)
## Grade 12

### Instructional Area: CUSTOMER RELATIONS

**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)

### Instructional Area: ECONOMICS

**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, EC LAP 24) (SP)

### Instructional Area: FINANCIAL ANALYSIS

**Performance Element:** Identify potential business threats and opportunities to protect a business’s financial well-being.

**Performance Indicators:**
- Explain the nature of risk management (FI:084, FI LAP 8) (SP)
<table>
<thead>
<tr>
<th>Instructional Area</th>
<th>FINANCIAL ANALYSIS (cont’d)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Element</td>
<td>Acquire a foundational knowledge of accounting to understand its nature and scope.</td>
</tr>
<tr>
<td>Performance Indicators</td>
<td>Explain the use of technology in accounting (FI:352) (SP)</td>
</tr>
<tr>
<td></td>
<td>Explain legal and ethical considerations for accounting (SP) Combined (FI:353) and (FI:351)</td>
</tr>
<tr>
<td>Performance Element</td>
<td>Implement accounting procedures to track money flow and to determine financial status.</td>
</tr>
<tr>
<td>Performance Indicators</td>
<td>Describe the nature of cash flow statements (FI:091, FI LAP 6) (SP)</td>
</tr>
<tr>
<td></td>
<td>Prepare cash flow statements (FI:092) (MN)</td>
</tr>
<tr>
<td></td>
<td>Explain the nature of balance sheets (FI:093) (SP)</td>
</tr>
<tr>
<td></td>
<td>Describe the nature of income statements (FI:094, FI LAP 4) (SP)</td>
</tr>
<tr>
<td>Performance Element</td>
<td>Acquire a foundational knowledge of finance to understand its nature and scope.</td>
</tr>
<tr>
<td>Performance Indicators</td>
<td>Explain legal and ethical considerations for finance (SP) Combined (FI:356) and (FI:355)</td>
</tr>
<tr>
<td>Performance Element</td>
<td>Manage financial resources to ensure solvency.</td>
</tr>
<tr>
<td>Performance Indicators</td>
<td>Describe the nature of budgets (FI:106, FI LAP 3) (SP)</td>
</tr>
<tr>
<td></td>
<td>Explain the nature of operating budgets (FI:098) (SU)</td>
</tr>
<tr>
<td></td>
<td>Describe the nature of cost/benefit analysis (FI:357) (MN)</td>
</tr>
<tr>
<td></td>
<td>Determine relationships among total revenue, marginal revenue, output, and profit (FI:358) (MN)</td>
</tr>
<tr>
<td></td>
<td>Develop company’s/department’s budget (FI:099) (MN)</td>
</tr>
<tr>
<td></td>
<td>Forecast sales (FI:096) (MN)</td>
</tr>
<tr>
<td></td>
<td>Describe types of financial statement analysis (e.g., ratio analysis, horizontal analysis, etc.) (FI:334) (MN)</td>
</tr>
<tr>
<td></td>
<td>Calculate financial ratios (FI:097) (MN)</td>
</tr>
<tr>
<td></td>
<td>Interpret financial statements (FI:102) (MN)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Instructional Area</th>
<th>HUMAN RESOURCES MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Element</td>
<td>Implement organizational skills to facilitate others’ work efforts.</td>
</tr>
<tr>
<td>Performance Indicators</td>
<td>Assist others with prioritizing work responsibilities (HR:385) (SU)</td>
</tr>
</tbody>
</table>
### HUMAN RESOURCES MANAGEMENT (cont’d)

<table>
<thead>
<tr>
<th>Performance Element</th>
<th>Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage staff growth and development to increase productivity and employee satisfaction.</td>
<td>Orient new employees (HR:360) (CS)</td>
</tr>
</tbody>
</table>

### INFORMATION MANAGEMENT

<table>
<thead>
<tr>
<th>Performance Element</th>
<th>Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquire a foundational knowledge of information management to understand its nature and scope.</td>
<td>Utilize project-management software (NF:130) (SP)</td>
</tr>
</tbody>
</table>

### OPERATIONS

<table>
<thead>
<tr>
<th>Performance Element</th>
<th>Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain work flow to enhance productivity.</td>
<td>Organize and prioritize work (OP:228) (CS)</td>
</tr>
<tr>
<td></td>
<td>Coordinate work with that of team members (OP:230) (CS)</td>
</tr>
<tr>
<td>Utilize project management skills to improve workflow and minimize costs.</td>
<td>Explain the nature of project management (OP:158) (SP)</td>
</tr>
<tr>
<td></td>
<td>Identify resources needed for project (OP:003) (SP)</td>
</tr>
<tr>
<td></td>
<td>Develop project plan (OP:001) (SP)</td>
</tr>
<tr>
<td></td>
<td>Apply project-management tools to monitor project progress (OP:002) (SP)</td>
</tr>
<tr>
<td></td>
<td>Evaluate project results (OP:159) (SP)</td>
</tr>
<tr>
<td>Implement purchasing activities to obtain business supplies, equipment and services.</td>
<td>Describe types of purchase orders (OP:250) (CS)</td>
</tr>
<tr>
<td></td>
<td>Discuss types of inventory (OP:336) (CS)</td>
</tr>
<tr>
<td></td>
<td>Manage the bid process in purchasing (OP:160) (SP)</td>
</tr>
<tr>
<td></td>
<td>Maintain vendor/supplier relationships (OP:241) (SP)</td>
</tr>
<tr>
<td></td>
<td>Select vendors (OP:161) (SP)</td>
</tr>
<tr>
<td></td>
<td>Negotiate terms with vendors in business (OP:337) (SP)</td>
</tr>
<tr>
<td></td>
<td>Evaluate vendor performance (OP:162) (SP)</td>
</tr>
</tbody>
</table>
## Instructional Area: OPERATIONS (cont’d)

### 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)

### 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)
- Conduct breakeven analysis (OP:192) (MN)
- Develop expense control plans (OP:029) (MN)
- Use budgets to control operations (OP:030) (MN)

### 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

### 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)

## Instructional Area: STRATEGIC MANAGEMENT

### Performance Element

Recognize management’s role to understand its contribution to business success.

### Performance Indicators

- Explain the nature of managerial ethics (SM:002) (MN)
- Explain management theories and their applications (SM:030) (MN)
2-Credit Accelerated BMA Program of Study
High School Courses

Instructional Area: STRATEGIC MANAGEMENT (cont’d)

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)

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)

Instructional Area: KNOWLEDGE MANAGEMENT

Performance Element: Acquire a foundational understanding of knowledge management to understand its nature and scope.
Performance Indicators: Explain the nature of knowledge management (KM:001) (SP)
Explain the use of technology in knowledge management (KM:003) (SP)
Explain legal and ethical considerations for knowledge management (SP)
Combined (KM:004) and (KM:002)

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: PROJECT MANAGEMENT

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)
<table>
<thead>
<tr>
<th>Instructional Area</th>
<th>QUALITY MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Element</td>
<td>Understand the role and function of quality management to obtain a foundational knowledge of its nature and scope.</td>
</tr>
<tr>
<td>Performance Indicators</td>
<td>Explain the nature of quality management (QM:001) (SP)</td>
</tr>
<tr>
<td></td>
<td>Describe the nature of quality management frameworks (e.g., Six Sigma, ITIL, CMMI) (QM:002) (SP)</td>
</tr>
<tr>
<td></td>
<td>Discuss the nature of continuous improvement of the quality process (QM:003) (SP)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Instructional Area</th>
<th>RISK MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Element</td>
<td>Acquire a foundational understanding of risk management to demonstrate knowledge of its nature and scope.</td>
</tr>
<tr>
<td>Performance Indicators</td>
<td>Describe the use of technology in risk management (RM:042) (SP)</td>
</tr>
<tr>
<td></td>
<td>Discuss legal and ethical considerations affecting risk management (SP)</td>
</tr>
<tr>
<td></td>
<td>Combined (RM:043) and (RM:041)</td>
</tr>
</tbody>
</table>