

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

Describe how leadership, workplace culture, and cross-organizational teams contribute to achieving business goals [CC-BMA01](#)

- A** Define “culture & values” in an organization and the importance of leadership in creating and fostering a company culture [CC-BMA01.A](#)
- B** Identify the factors that influence an organization’s structure and the differences between flat and hierarchical organizational structures [CC-BMA01.B](#)
- C** Summarize the importance of cross-organizational teams in achieving business goals [CC-BMA01.C](#)
- D** Identify desired group and team behavior [CC-BMA01.D](#)
- E** Describe the role of management in demonstrating leadership, motivating employees, resolving conflict, and addressing stress [CC-BMA01.E](#)
- F** Explain the commonalities and differences across leadership styles and describe their pros and cons [CC-BMA01.F](#)

Demonstrate an understanding of and adherence to safe working practices [CC-BMA02](#)

- A** Describe the importance of a safety culture in the business world [CC-BMA02.A](#)
- B** Demonstrate awareness of and take steps to address common hazards in office and retail spaces [CC-BMA02.B](#)
- C** Describe the common injuries of workers in office and retail spaces and the safety equipment used to mitigate them [CC-BMA02.C](#)

Demonstrate knowledge of general business management practices [CC-BMA03](#)

- A** Articulate standard functions to run any business (e.g., accounting, finance, marketing, human resources) and the roles that support these [CC-BMA03.A](#)
- B** Explain the principles of an organizational chart, and the functions and skills assigned to varying roles within that structure [CC-BMA03.B](#)

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**C Describe the roles and responsibilities of team members typically engaged in managing business functions and workers** [CC-BMA03.C](#)

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**D Explain key marketing terminology and concepts (e.g., target market, marketing mix/4Ps [product, place, price, promotion], market segmentation)** [CC-BMA03.D](#)

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**E Explain how market research impacts the success of a business** [CC-BMA03.E](#)

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**F Describe how to use budgets to guide financial decision-making** [CC-BMA03.F](#)

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**Demonstrate knowledge of general economic and business concepts** [CC-BMA04](#)

**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)** [CC-BMA04.A](#)

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**B Explain the benefits and drawbacks of applying different forms of business ownership and structure to various types of businesses** [CC-BMA04.B](#)

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**C Describe how a business would operate in varying social-economic systems (capitalism, socialism, communism) and differences and commonalities across such systems** [CC-BMA04.C](#)

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**D Describe macroeconomic principles, their impact on overall economic health, and potential impacts on business** [CC-BMA04.D](#)

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**E Describe how government policies influence business management decisions (e.g., worker rights, environmental protection, market regulations)** [CC-BMA04.E](#)

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**Describe and demonstrate the use of technology to conduct business operations** [CC-BMA05](#)

**A Describe the types of technology systems used to manage inventory and human resources** [CC-BMA05.A](#)

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**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** [CC-BMA05.B](#)

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**C Describe the impact of technology on career pathways in business/industry (e.g., how computers have eliminated and created jobs)** [CC-BMA05.C](#)

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**D Describe the impact of computers on access to information and information exchange worldwide** [CC-BMA05.D](#)

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**E Select and demonstrate the use of appropriate technology tools for expediting business processes and solving problems** [CC-BMA05.E](#)

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**Describe the existence and purpose of governmental regulations and applicable business**

**A Describe the purpose of governmental regulations and state and local business laws, codes and rules** [CC-BMA06.A](#)

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**B Explain the types of governmental regulations that apply in business and how the professions engage with them** [CC-BMA06.B](#)

**codes, laws, and rules**

CC-BMA06

- C Describe how the Americans with Disabilities Act influences the design of office and retail space** CC-BMA06.C
- 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** CC-BMA06.D
- E Describe different types of taxes and the expectations of employers in compliance and reporting** CC-BMA06.E

**Describe and demonstrate industry accepted ethical practices and behavior**

CC-BMA07

- A Describe legal issues faced by business professionals** CC-BMA07.A
- B Define the rights and responsibilities of workers** CC-BMA07.B
- C Demonstrate knowledge of ethical issues associated with running a business** CC-BMA07.C
- D Define ethical behavior from financial, environmental, and social perspectives and describe the impact of unethical behavior** CC-BMA07.D

**Demonstrate ability to communicate effectively using a range of business appropriate techniques and products (written, verbal, digital, visual)**

CC-BMA08

- A Describe complex issues using appropriate oral or written communication, including correct spelling, grammar, and punctuation** CC-BMA08.A
- B Demonstrate ability and comfort level with public speaking including to large groups and individuals at all levels of the organization** CC-BMA08.B
- C Describe and demonstrate appropriate exchanges of information via verbal, written, digital, and social media, and other online platforms** CC-BMA08.C
- D Explain the benefits and risks of using social media vs. other forms of communication in an organization** CC-BMA08.D
- E Demonstrate proficiency in business applications such as word processing software, business bookkeeping and spreadsheet applications, presentation slide decks, and business communication software** CC-BMA08.E
- F Demonstrate ability to appropriately present a project proposal or project results** CC-BMA08.F

**Demonstrate a basic understanding of customer service**

CC-BMA09

- A Define what it means that customers are both internal and external** CC-BMA09.A
- B Define excellent customer service** CC-BMA09.B
- C Describe the type of services used to provide assistance to customers** CC-BMA09.C
- D Demonstrate strategies for working with customers to find the services or products to address their identified need** CC-BMA09.D

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**E Demonstrate ability to assist customers in a professional manner** CC-BMA09.E

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**Demonstrate an understanding of the concepts, processes, and skills associated with small business ownership and entrepreneurial ventures** CC-BMA10

**A Describe the different types of entrepreneurships (e.g., small business, scalable startup, large company, social) as a method of business ownership** CC-BMA10.A

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**B Explain risk-based management and decision making and how they are integrated into the entrepreneurial experience** CC-BMA10.B

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**C Describe why innovation, creativity, and risk-taking are central to entrepreneurship** CC-BMA10.C

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**D Explain how a start-up must manage itself and cash flows as compared to a sustaining business** CC-BMA10.D

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**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-BMA10.E

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**Demonstrate an understanding of basic mathematics as used in the industry** CC-BMA11

**A Describe the different ways organizations compete (e.g., quality, service, status, price)** CC-BMA11.A

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**B Explain the value of differentiation of product and/or service and its impact on the competitive strength or weakness of a business** CC-BMA11.B

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**C Identify elements that differentiate or help create a competitive advantage for a business in a particular industry cluster** CC-BMA11.C

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**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** CC-BMA11.D

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**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)** CC-BMA11.E

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**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)** CC-BMA11.F

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**G Describe different financing options and advantages and disadvantages for expanding a business (e.g., bank loan, venture capital, grants, lines of credit)** CC-BMA11.G

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