



## BUSINESS ADMINISTRATION CORE PERFORMANCE INDICATORS

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

1. Principles of Business Management and Administration Event
2. Principles of Finance Event
3. Principles of Hospitality and Tourism Event
4. Principles of Marketing Event

Draft Performance Indicators  
2011 - 2012 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 2012 for the 2013 events. This draft is the basis of events for the 2012 DECA ICDC only.

This draft list was compiled by MBAResearch and Curriculum Center and DECA Inc. and represents preliminary efforts to support all 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, MBAResearch 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 MBAResearch web site at [www.MBAResearch.org](http://www.MBAResearch.org). Questions may be e-mailed to [betho@MBAResearch.org](mailto:betho@MBAResearch.org)

## TABLE OF CONTENTS

Business Law.....	3
Communication Skills.....	4
Customer Relations.....	6
Economics.....	7
Emotional Intelligence.....	9
Financial Analysis.....	11
Human Resources Management.....	13
Information Management.....	14
Marketing.....	16
Operations.....	17
Professional Development.....	19
Strategic Management.....	20

### Key:

**PQ = Prerequisite level performance indicator**

**CS = Career Sustaining level performance indicator**

**SP = Specialist level performance indicator**

**Note: Performance indicators labeled as (SP) will only be used for content interviews at the International Career Development Conference.**

### Performance Indicators

#### Content Interviews, Role-plays and Case Studies

- Performance indicators for **Principles of Business Administration** content interviews will be selected from the business administration core.
- Performance indicators for **Team Decision Making** case studies will be selected from the appropriate career cluster and the business administration core.
- Performance indicators for **Individual Series** role-plays will be selected from the appropriate pathway, the appropriate career cluster and the business administration core.

#### Career Cluster Exams

- Performance indicators for the **Principles of Business Administration** exams will be selected from the business administration core.
- Performance indicators for the four cluster exams used for **Team Decision Making Events, Individual Series Events, Marketing Representative Events** and **Professional Selling Events** will be selected from the appropriate career cluster and the business administration core.
- Pathway performance indicators will not be used to develop any exam questions.

**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:** 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 (SP)
- Describe the United States' judicial system (SP)
- Describe legal issues affecting businesses (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 (SP)
- Describe the nature of legally binding contracts (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 (SP)
- Discuss the nature of debtor-creditor relationships (SP)
- Explain the nature of agency relationships (SP)
- Discuss the nature of environmental law (SP)
- Discuss the role of administrative law (SP)

**Performance Element:** Apply knowledge of business ownership to establish and continue business operations.

**Performance Indicators:**

- Explain types of business ownership (CS)

**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 (PQ)

Extract relevant information from written materials (PQ)

Apply written directions to achieve tasks (PQ)

Analyze company resources to ascertain policies and procedures (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 (PQ)

Follow oral directions (PQ)

Demonstrate active listening skills (PQ)

**Performance Element: Apply verbal skills to obtain and convey information.**

**Performance Indicators:**

Explain the nature of effective verbal communications (PQ)

Ask relevant questions (PQ)

Interpret others' nonverbal cues (PQ)

Provide legitimate responses to inquiries (PQ)

Give verbal directions (PQ)

Employ communication styles appropriate to target audience (CS)

Defend ideas objectively (CS)

Handle telephone calls in a businesslike manner (CS)

Participate in group discussions (CS)

Make oral presentations (SP)

**Performance Element: Record information to maintain and present a report of business activity.**

**Performance Indicators:**

Utilize note-taking strategies (CS)

Organize information (CS)

Select and use appropriate graphic aids (CS)

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

**Performance Indicators:**

- Explain the nature of effective written communications (CS)
- Select and utilize appropriate formats for professional writing (CS)
- Edit and revise written work consistent with professional standards (CS)
- Write professional e-mails (CS)
- Write business letters (CS)
- Write informational messages (CS)
- Write inquiries (CS)
- Write persuasive messages (SP)
- Write executive summaries (SP)
- Prepare simple written reports (SP)

**Performance Element: Communicate with staff to clarify workplace objectives.**

**Performance Indicators:**

- Explain the nature of staff communication (CS)
- Choose appropriate channel for workplace communication (CS)
- Participate in a staff meeting (CS)

**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 (CS)

Demonstrate a customer-service mindset (CS)

Reinforce service orientation through communication (CS)

Respond to customer inquiries (CS)

Adapt communication to the cultural and social differences among clients (CS)

Interpret business policies to customers/clients (CS)

**Performance Element: Resolve conflicts with/for customers to encourage repeat business.**

**Performance Indicators:**

Handle difficult customers (CS)

Handle customer/client complaints (CS)

**Performance Element: Reinforce company's image to exhibit the company's brand promise.**

**Performance Indicators:**

Identify company's brand promise (CS)

Determine ways of reinforcing the company's image through employee performance (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 (SP)

Explain the role of ethics in customer relationship management (SP)

Describe the use of technology in customer relationship management (SP)

**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 (CS)
- Explain the concept of economic resources (CS)
- Describe the concepts of economics and economic activities (CS)
- Determine economic utilities created by business activities (CS)
- Explain the principles of supply and demand (CS)
- Describe the functions of prices in markets (CS)

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

**Performance Indicators:**

- Explain the role of business in society (CS)
- Describe types of business activities (CS)
- Explain the organizational design of businesses (SP)
- Discuss the global environment in which businesses operate (SP)
- Describe factors that affect the business environment (SP)
- Explain the nature of business ethics (SP)
- Explain how organizations adapt to today's markets (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 (CS)
- Explain the concept of private enterprise (CS)
- Identify factors affecting a business's profit (CS)
- Determine factors affecting business risk (CS)
- Explain the concept of competition (CS)

**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 (CS)
- Describe the nature of taxes (SP)

**Performance Element: Analyze cost/profit relationships to guide business decision-making.**

**Performance Indicators:**

Explain the concept of productivity (CS)

Analyze impact of specialization/division of labor on productivity (SP)

Explain the concept of organized labor and business (SP)

Explain the impact of the law of diminishing returns (SP)

**Performance Element: Understand economic indicators to recognize economic trends and conditions.**

**Performance Indicators:**

Discuss the measure of consumer spending as an economic indicator (SP)

Explain the concept of Gross Domestic Product (GDP) (SP)

Discuss the impact of a nation's unemployment rates (SP)

Describe the economic impact of inflation on business (SP)

Explain the economic impact of interest-rate fluctuations (SP)

Determine the impact of business cycles on business activities (SP)

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

**Performance Indicators:**

Explain the nature of global trade (SP)

Describe the determinants of exchange rates and their effects on the domestic economy (SP)

Discuss the impact of cultural and social environments on global trade (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:** Foster self-understanding to recognize the impact of personal feelings on others.

**Performance Indicators:**

Describe the nature of emotional intelligence (PQ)

Explain the concept of self esteem (PQ)

Recognize personal biases and stereotypes (PQ)

Assess personal strengths and weaknesses (PQ)

**Performance Element:** Develop personal traits to foster career advancement.

**Performance Indicators:**

Identify desirable personality traits important to business (PQ)

Exhibit self-confidence (PQ)

Demonstrate interest and enthusiasm (PQ)

Demonstrate initiative (PQ)

**Performance Element:** Apply ethics to demonstrate trustworthiness.

**Performance Indicators:**

Demonstrate responsible behavior (PQ)

Demonstrate honesty and integrity (PQ)

Demonstrate ethical work habits (PQ)

**Performance Element:** Exhibit techniques to manage emotional reactions to people and situations.

**Performance Indicators:**

Exhibit a positive attitude (PQ)

Demonstrate self control (PQ)

Explain the use of feedback for personal growth (PQ)

Adjust to change (PQ)

**Performance Element:** Identify with others' feelings, needs, and concerns to enhance interpersonal relations.

**Performance Indicators:**

Respect the privacy of others (PQ)

Show empathy for others (PQ)

Exhibit cultural sensitivity (CS)

**Performance Element: Use communication skills to foster open, honest communications.**

**Performance Indicators:**

Explain the nature of effective communications (PQ)

Explain ethical considerations in providing information (SP)

**Performance Element: Use communication skills to influence others.**

**Performance Indicators:**

Persuade others (SP)

Demonstrate negotiation skills (SP)

**Performance Element: Manage stressful situations to minimize negative workplace interactions.**

**Performance Indicators:**

Use appropriate assertiveness (PQ)

Use conflict-resolution skills (CS)

Explain the nature of stress management (SP)

**Performance Element: Implement teamwork techniques to accomplish goals.**

**Performance Indicators:**

Participate as a team member (CS)

Use consensus-building skills (SP)

Motivate team members (SP)

**Performance Element: Employ leadership skills to achieve workplace objectives.**

**Performance Indicators:**

Explain the concept of leadership (CS)

Determine personal vision (CS)

Demonstrate adaptability (CS)

Develop an achievement orientation (CS)

Lead change (CS)

Enlist others in working toward a shared vision (CS)

Coach others (CS)

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

**Performance Indicators:**

Treat others fairly at work (PQ)

Foster positive working relationships (CS)

Maintain collaborative partnerships with colleagues (SP)

Explain the impact of political relationships within an organization (SP)

**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.) (PQ)

Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.) (PQ)

Describe functions of money (medium of exchange, unit of measure, store of value) (PQ)

Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments, etc.) (PQ)

Explain the time value of money (CS)

Explain the purposes and importance of credit (CS)

Explain legal responsibilities associated with financial exchanges (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.) (CS)

Set financial goals (CS)

Develop personal budget (CS)

**Performance Element:** Manage personal finances to achieve financial goals.

**Performance Indicators:**

Explain the nature of tax liabilities (PQ)

Interpret a pay stub (PQ)

Prepare bank account documents (e.g., checks, deposit/withdrawal slips, endorsements, etc.) (PQ)

Maintain financial records (PQ)

Read and reconcile bank statements (PQ)

Demonstrate the wise use of credit (CS)

Validate credit history (CS)

Protect against identity theft (CS)

Prepare personal income tax forms (i.e., 1040 EZ form) (CS)

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

**Performance Indicators:**

Describe types of financial-services providers (CS)

Discuss considerations in selecting a financial-services provider (CS)

**Performance Element:** Use investment strategies to ensure financial well-being.

**Performance Indicators:**

Explain types of investments (CS)

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

**Performance Indicators:**

Describe the concept of insurance (CS)

Explain the nature of risk management (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 (CS)

Explain the need for accounting standards (GAAP) (CS)

Discuss the role of ethics in accounting (SP)

Explain the use of technology in accounting (SP)

Explain legal considerations for accounting (SP)

**Performance Element:** Implement accounting procedures to track money flow and to determine financial status.

**Performance Indicators:**

Describe the nature of cash flow statements (SP)

Explain the nature of balance sheets (SP)

Describe the nature of income statements (SP)

**Performance Element:** Acquire a foundational knowledge of finance to understand its nature and scope.

**Performance Indicators:**

Explain the role of finance in business (CS)

Discuss the role of ethics in finance (SP)

Explain legal considerations for finance (SP)

**Performance Element:** Manage financial resources to ensure solvency.

**Performance Indicators:**

Describe the nature of budgets (SP)

**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 (CS)
- Explain the role of ethics in human resources management (SP)
- Describe the use of technology in human resources management (SP)

**Performance Element:** Manage staff growth and development to increase productivity and employee satisfaction.

**Performance Indicators:**

- Orient new employees (CS)

**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 (CS)  
Obtain needed information efficiently (CS)  
Evaluate quality and source of information (CS)  
Apply information to accomplish a task (CS)  
Store information for future use (CS)

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

**Performance Indicators:**

Discuss the nature of information management (CS)  
Explain the role of ethics in information management (SP)  
Explain legal issues associated with information management (SP)

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

**Performance Indicators:**

Identify ways that technology impacts business (PQ)  
Explain the role of information systems (PQ)  
Discuss principles of computer systems (PQ)  
Use basic operating systems (PQ)  
Describe the scope of the Internet (PQ)  
Demonstrate basic e-mail functions (PQ)  
Demonstrate personal information management/productivity applications (PQ)  
Demonstrate basic web-search skills (PQ)  
Demonstrate basic word processing skills (PQ)  
Demonstrate basic presentation applications (PQ)  
Demonstrate basic database applications (PQ)  
Demonstrate basic spreadsheet applications (PQ)  
Use an integrated business software application package (CS)  
Demonstrate collaborative/groupware applications (CS)  
Create and post basic web page (SP)

**Performance Element: Maintain business records to facilitate business operations.**

**Performance Indicators:**

Describe the nature of business records (SP)

Maintain customer records (SP)

**Performance Element: Acquire information to guide business decision-making.**

**Performance Indicators:**

Describe current business trends (SP)

Monitor internal records for business information (SP)

Conduct an environmental scan to obtain business information (SP)

Interpret statistical findings (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 (CS)

Describe marketing functions and related activities (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 (SP)

Discuss actions employees can take to achieve the company's desired results (SP)

Demonstrate connections between company actions and results (e.g., influencing consumer buying behavior, gaining market share, etc.) (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:**

- Explain the nature of operations (CS)
- Discuss the role of ethics in operations (SP)
- Describe the use of technology in operations (SP)

**Performance Element:** Adhere to health and safety regulations to support a safe work environment.

**Performance Indicators:**

- Describe health and safety regulations in business (PQ)
- Report noncompliance with business health and safety regulations (PQ)

**Performance Element:** Implement safety procedures to minimize loss.

**Performance Indicators:**

- Follow instructions for use of equipment, tools, and machinery (PQ)
- Follow safety precautions (PQ)
- Maintain a safe work environment (CS)
- Explain procedures for handling accidents (CS)
- Handle and report emergency situations (CS)

**Performance Element:** Implement security policies/procedures to minimize chance for loss.

**Performance Indicators:**

- Explain routine security precautions (CS)
- Follow established security procedures/policies (CS)
- Protect company information and intangibles (CS)

**Performance Element:** Utilize project-management skills to improve workflow and minimize costs.

**Performance Indicators:**

- Explain the nature of project management (SP)
- Identify resources needed for project (SP)
- Develop project plan (SP)
- Apply project-management tools to monitor project progress (SP)
- Evaluate project results (SP)

**Performance Element: Implement purchasing activities to obtain business supplies, equipment, and services.**

**Performance Indicators:**

- Explain the nature and scope of purchasing (CS)
- Place orders/reorders (CS)
- Maintain inventory of supplies (CS)
- Manage the bid process in purchasing (SP)
- Select vendors (SP)
- Evaluate vendor performance (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 (CS)

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

**Performance Indicators:**

- Identify quality-control measures (SP)
- Utilize quality control methods at work (SP)
- Describe crucial elements of a quality culture (SP)

**Performance Element: Implement expense-control strategies to enhance a business's financial wellbeing.**

**Performance Indicators:**

- Explain the nature of overhead/operating costs (SP)
- Explain employee's role in expense control (SP)

**Performance Element: Maintain property and equipment to facilitate ongoing business activities.**

**Performance Indicators:**

- Identify routine activities for maintaining business facilities and equipment (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:** Acquire self-development skills to enhance relationships and improve efficiency in the work environment.

**Performance Indicators:**

- Maintain appropriate personal appearance (PQ)
- Demonstrate systematic behavior (PQ)
- Set personal goals (CS)

**Performance Element:** Utilize critical-thinking skills to determine best options/outcomes.

**Performance Indicators:**

- Explain the need for innovation skills (CS)
- Make decisions (CS)
- Demonstrate problem-solving skills (CS)
- Demonstrate appropriate creativity (SP)
- Use time-management skills (SP)

**Performance Element:** Participate in career-planning to enhance job-success potential.

**Performance Indicators:**

- Assess personal interests and skills needed for success in business (PQ)
- Analyze employer expectations in the business environment (PQ)
- Explain the rights of workers (PQ)
- Identify sources of career information (CS)
- Identify tentative occupational interest (CS)
- Explain employment opportunities in business (CS)
- Explain career opportunities in entrepreneurship (CS)

**Performance Element:** Implement job-seeking skills to obtain employment.

**Performance Indicators:**

- Utilize job-search strategies (PQ)
- Complete a job application (PQ)
- Interview for a job (PQ)
- Write a follow-up letter after job interviews (CS)
- Write a letter of application (CS)
- Prepare a résumé (CS)
- Use networking techniques to identify employment opportunities (SP)

**Performance Element: Utilize career-advancement activities to enhance professional development.**

**Performance Indicators:**

Describe techniques for obtaining work experience (e.g., volunteer activities, internships) (PQ)

Explain the need for ongoing education as a worker (PQ)

Explain possible advancement patterns for jobs (PQ)

Identify skills needed to enhance career progression (SP)

Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors) (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: Recognize management's role to understand its contribution to business success.**

**Performance Indicators:**

Explain the concept of management (CS)