

Principles of Management

Instructional Areas, Performance Indicators, and Objectives

Introduction	To aid with instructional planning, a listing of supporting objectives for each of the performance indicators is provided. The performance indicators are sequenced by instructional area and are not intended to provide instructional sequence for the course. That information is found in Section 4 of the course guide.
Instructional Area	CUSTOMER RELATIONS: Understands the techniques and strategies used to foster positive, ongoing relationships with customers
Performance Indicator and Objectives	<p>Discuss the nature of customer relationship management (CR:016)</p> <ol style="list-style-type: none"> Define the following terms: customer relationship management (CRM), customer experience management (CEM), customer-centric strategy, touch points, customer lifecycle, continuous improvement, and business process management (BPM). Discuss the nature of customer relationships in today's society. Explain goals of customer relationship management (CRM). Discuss the importance of formulating a CRM strategy prior to implementing CRM processes and tools. Describe common CRM processes. Describe the role of customer experience management (CEM) in customer relationship management (CRM). Discuss the use of customer information in customer relationship management. Discuss the role of corporate culture in customer relationship management. Explain the impact of organizational structure on customer relationship management. Describe the relationship of customer relationship management and continuous improvement. Discuss the relationship of customer relationship management and business process management. Explain ways in which customer relationship management can benefit a business.
Performance Indicator and Objectives	<p>Explain the role of ethics in customer relationship management (CR:017)</p> <ol style="list-style-type: none"> Define the terms informed consent and integrity. Describe the importance of trust in customer/business relationships. Discuss loyalty issues in customer/business relationships. Describe ethical issues related to the collection of customer information. Explain situations in which employees/departments involved in customer relationship management may be reluctant to share customer information with each other. Discuss ethical issues related to the sale of customer information to third parties. Discuss the impact of poor/unethical privacy practices on customer relationships.
Performance Indicator and Objectives	<p>Describe the use of technology in customer relationship management (CR:018)</p> <ol style="list-style-type: none"> Define the following terms: client intelligence, cross-selling, up-selling, relationship mapping, personalization, segmentation, and clustering. Explain the difference between customer relationship management technology and customer relationship management. Describe types of customer relationship management tools (e.g., CRM applications, databases, data warehouses, etc.). Discuss customer relationship management software approaches (e.g., operational, analytical, collaborative, sales force automation, etc.).

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Instructional Area	CUSTOMER RELATIONS: Understands the techniques and strategies used to foster positive, ongoing relationships with customers (cont'd)
Performance Indicator and Objectives	<ul style="list-style-type: none"> e. Explain types of data commonly stored in a CRM system (e.g., contact data, demographic data, transactional data, relationship data, etc.). f. Discuss the benefits and drawbacks associated with CRM technology. g. Explain how CRM technology can be used to create a “single view” of a customer. h. Explain the importance of cleansing, standardizing, and updating data in a CRM data warehouse.
Instructional Area	FINANCIAL ANALYSIS: Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources
Performance Indicator and Objectives	<p>Explain ethical considerations in accounting</p> <ul style="list-style-type: none"> a. Explain the purpose of having ethical guidelines in accounting. b. Compare the accounting profession's client with that of the medical or legal profession. c. Explain how the use of accounting ethics benefits businesses. d. Describe why accountants are required to act with due care. e. Discuss the relationship between an accountant's independence and conflicts of interests. f. Compare the difference between following the rules and doing what is right in accounting. g. Discuss the role of confidentiality in accounting. h. Describe the need for full disclosure in public filings. i. Explain the need for transparency in accounting. j. Describe the use of a code of ethics in accounting.
Performance Indicator and Objectives	<p>Describe ethical considerations in finance</p> <ul style="list-style-type: none"> a. Explain how situations can impact decision-making in finance. b. Describe how obedience to authority can lead finance professionals to behave unethically. c. Discuss the role of conformity impacts finance professionals' ability to behave ethically. d. Explain how finance professionals' ethics can be diminished bit by bit (i.e., incrementally). e. Discuss how groupthink can affect ethical decision-making. f. Describe how over-optimism can lead to unethical actions by finance professionals. g. Explain how overconfidence can cloud finance professionals' judgment. h. Discuss the impact of self-interest on finance professionals' actions. i. Describe how framing can affect a finance professional's ethics. j. Explain how sunk costs can cause finance professionals to act unethically. k. Discuss the impact of short-term gratification on ethical decision-making. l. Describe how loss aversion impacts ethical decision-making. m. Explain how “playing the devil's advocate” can benefit ethical decision-making. n. Discuss the importance of assessing rationalizations in guiding ethical behavior. o. Explain how voicing concerns can impact ethics.
Instructional Area	HUMAN RESOURCES MANAGEMENT: Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize human resources

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Performance Indicator and Objectives	<p>Discuss legal and ethical considerations in human resources management</p> <ol style="list-style-type: none"> Explain how human-resources professionals set the standard for ethical behavior and serve as an example for others. Discuss ways in which human-resources professionals for promoting and fostering fairness and justice for employees. Explain why human-resources professionals are expected to protect the rights of individuals in the acquisition and dissemination of information. Identify examples of ethical situations reported to human-resources professionals. Describe techniques human-resources professionals use to assess the ethics of job candidates. Discuss legal aspects associated with the interviewing and hiring processes that human-resources professionals must follow. Explain the impact of legislation and ethics guidelines on ethics training (e.g., Sarbanes-Oxley Act of 2002 and the Federal Sentencing Guidelines for Organizations (FSGO) of 1991). Describe benefits derived from offering ethics training (e.g., compliance, ability to gain liability protection, improved employee morale, improved recruitment and retention rates, reputation for fairness, and empowered employees). Discuss how human-resources professionals can use and target role-playing scenarios to help employees test their ethical knowledge. Explain why human-resources professionals are often caught between doing what is right and losing their jobs. Describe human-resources professionals' involvement in investigating ethics complaints and wrongdoings. Discuss human-resources management's role in ensuring the existence and adherence to organizational ethics.
Performance Indicator and Objectives	<p>Describe the use of technology in human resources management (HR:412)</p> <ol style="list-style-type: none"> Describe ways that the company website can be used to recruit employees. Discuss websites that are useful for recruiting job applicants (e.g., professional association websites, college/university alumni and career services websites, local and national low-cost and no-cost private and public websites, classified ads in newspaper sites, and commercial websites that require payment). Explain the use of social networking sites for recruiting (e.g., LinkedIn). Identify advantages and disadvantages of using computer job boards (e.g., Monster.com, CareerBuilder.com, etc.) for recruiting job applicants. Discuss reasons to use an applicant tracking system. Describe the capabilities of applicant tracking systems. Explain reasons for using human resources information technology. Summarize the capabilities of human resources information technology. Discuss the use of online training by human resources professionals. Describe the use of electronic time and attendance systems.
Instructional Area	<p>HUMAN RESOURCES MANAGEMENT: Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize human resources (cont'd)</p>
Performance Indicator and Objectives	<p>Assist others with prioritizing work responsibilities</p> <ol style="list-style-type: none"> Discuss the planning needed to assist others with work priorities. Explain factors that could be used as the basis for prioritizing work responsibilities (e.g., deadlines, importance, stress level, project length,

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	location, degree of difficulty, etc.).
	c. Explain the need to analyze employees' current assignments, methods, and preferences when prioritizing work assignments.
	d. Describe a quantitative approach to assigning work priorities (i.e., using a rating scale for the importance and urgency of assignments, multiply the importance of the task by the task's urgency, to obtain the assignment's priority; compare the priority to a previously created range of ratings to determine whether it's an A, B, or C priority).
	e. Discuss the need to discuss the quantitative and qualitative expectations with employees when assisting them with prioritizing work priorities.
	f. Describe actions that supervisors can take to communicate and manage work priorities.
	g. Demonstrate how to assist others with prioritizing work responsibilities.
Performance Indicator and Objectives	Delegate work to others (HR:386) a. Define the term delegate. b. Identify reasons that people do not delegate. c. Explain the importance of delegating job tasks. d. Discuss when delegation is appropriate. e. Explain factors to consider when selecting the person to whom to delegate work. f. Describe principles for delegating job tasks. g. Explain the importance of follow-up in delegating job tasks. h. Explain procedures for delegating responsibility for completing job tasks. i. Demonstrate how to delegate work to others.
Performance Indicator and Objectives	Coordinate efforts of cross-functional teams to achieve project/company goals (HR:387) a. Define the term cross-functional team. b. Contrast the characteristics of cross-functional teams with those of traditional teams. c. Discuss factors to consider when setting up cross-functional teams. d. Explain factors to consider when selecting employees to participate on cross-functional teams. e. Identify occasions when the use of cross-functional teams is beneficial to business. f. Discuss how to manage cross-functional teams. g. Demonstrate how to coordinate the efforts of cross-functional teams.
Instructional Area	HUMAN RESOURCES MANAGEMENT: Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize human resources (cont'd)
Performance Indicator and Objectives	Explain motivational theories a. Define the term motivation. b. Discuss the relationship between motivation and needs. c. Distinguish between primary and secondary needs. d. Explain why supervisors focus on employees' secondary needs. e. Discuss Maslow's Hierarchy of Needs motivational theory. f. Explain how supervisors can use Herzberg's Two-factor theory of motivation. g. Describe Alderfer's ERG (Existence, Relatedness, Growth) theory of motivation. h. Discuss McClelland's Acquired Needs theory of motivation. i. Explain how supervisors can use McClelland's Acquired Needs theory of motivation

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- j. Describe how supervisors can use the Equity theory of motivation.
- k. Discuss how supervisors can use the Expectancy theory of motivation.
- l. Explain how supervisors can use the Reinforcement theory to motivate employees.
- m. Describe the implications for supervisors of the Goal Setting theory of motivation.

Performance Indicator and Objectives

Assess team performance

- a. Discuss the need to assess team performance.
- b. Explain dimensions on which teams can be evaluated (e.g., performance, empathy, roles and goals, flexibility, openness, recognition, and morale).
- c. Describe types of measurement tools that can be used to assess team performance.
- d. Discuss the importance of measuring both outcomes and processes associated with team performance.
- e. Explain challenges to effective team assessment (e.g., need for timely feedback, ability to capture team members' communication, participant understanding of teamwork, diversity of team members, etc.).
- f. Describe interventions that can be used to get teams back on track.
- g. Demonstrate procedures for assessing team performance.

Instructional Area

INFORMATION MANAGEMENT: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making

Performance Indicator and Objectives

Explain legal and ethical issues in information management

- a. Define the term internal controls,
- b. Identify factors that determine what legislation applies to a company's information management system (e.g., type of industry, public vs. private company, global or domestic, etc.)
- c. Discuss ethical issues associated with mishandling of confidential information.
- d. Explain ethical issues associated with violation of privacy rights.
- e. Describe the need to determine differences in privacy laws from country to country.
- f. Discuss a business's responsibility to provide accurate information to its stakeholders.
- g. Explain the ethical responsibility of managers to secure access to data.
- h. Describe businesses' responsibility to ensure that collected data are used for the purpose for which they were collected.
- i. Discuss issues associated with software piracy.

Performance Indicator and Objectives

Monitor internal records for business information (NF:014)

- a. Describe types of internal records that can be monitored for business information (e.g., financial, geographic, human resources, inventory, marketing, production, quality, R&D, etc.).
- b. Explain the nature of information that can be obtained from internal records.
- c. Discuss benefits derived from monitoring internal records.
- d. Describe how businesses use internal records in decision making.
- e. Explain techniques that can be used to monitor internal records.
- f. Discuss guidelines for monitoring internal records for business information e.g., what records to monitor, who will monitor them, how often they will be monitored, etc.).
- g. Demonstrate procedures for monitoring internal records for business information.

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Performance Indicator and Objectives	Interpret statistical findings (NF:093) <ol style="list-style-type: none"> Interpret frequencies. Interpret percentages Interpret measures of central tendency (i.e., mean, median, and mode). Interpret measures of dispersion (range, variance, standard deviation). Given statistical findings, interpret the data.
Instructional Area	KNOWLEDGE MANAGEMENT: Understands the systems, strategies, and techniques used to collect, organize, analyze, and share information known in an organization
Performance Indicator and Objectives	Explain the nature of knowledge management <ol style="list-style-type: none"> Compare and contrast the concepts of knowledge and information. Distinguish between tacit and explicit knowledge. Explain the purposes of knowledge management. Identify benefits associated with knowledge management. Explain reasons for increased interest in knowledge management. Differentiate between knowledge management and information management. Describe activities involved in knowledge management. Discuss how knowledge management shapes a customer's experience with a company. Describe how knowledge management can be used to increase employee productivity and satisfaction. Explain insights that executives can obtain from knowledge management. Discuss success factors associated with knowledge management. Describe challenges/issues associated with knowledge management.
Performance Indicator and Objectives	Discuss legal and ethical considerations in knowledge management <ol style="list-style-type: none"> Define the terms intellectual property, intellectual capital, trade secrets, and inevitable disclosure. Identify reasons why employees' self-interest results in employees not sharing tacit knowledge with others in the workplace. Describe the role of co-worker trust in employees' willingness to share tacit knowledge. Discuss the relationship between company culture and employees' willingness to share tacit knowledge. Explain privacy issues associated with obtaining knowledge. Discuss privacy issues associated with the retention and protection of knowledge. Describe issues associated with non-compete agreements. Discuss the importance of protecting trade-secret knowledge. Explain the relationship between inevitable disclosure and knowledge management. Describe the role of inevitable disclosure in collaborative relationships. Explain how knowledge management can aid businesses in avoiding potential company risks (e.g., sensing the possibility of risks, systematic reporting of problems and accidents, recognizing ethical or legal violations, opening communication between employees and management, capturing lessons learned, etc.).
Performance Indicator and Objectives	Explain the use of technology in knowledge management <ol style="list-style-type: none"> Define the terms knowledge mapping, relational databases, accountability matrix, and intranet. Explain how technology facilitates knowledge management (e.g., makes knowledge easier to record, access, and store; etc.) Discuss how the use of relational databases facilitates knowledge

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	management (e.g., knowledge mapping and accountability matrices)
	d. Identify technologies useful in keeping communication lines open to facilitate knowledge management (e.g., email, e-newsletters, collaborative online project planning, groupware, internet, intranet etc.).
	e. Describe the use of specialized knowledge management software tools.
	f. Explain the relationship between environmental management information systems and knowledge management.
Instructional Area	KNOWLEDGE MANAGEMENT: Understands the systems, strategies, and techniques used to collect, organize, analyze, and share information known in an organization (cont'd)
Performance Indicator and Objectives	g. Discuss the use of incident management tools in knowledge management.
	h. Describe how decision support tools facilitate knowledge management.
Instructional Area	MARKETING: Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives
Performance Indicator and Objectives	Describe legal and ethical issues in marketing
	a. Identify unfair or deceptive marketing practices customers have experienced in each element of the marketing mix.
	b. Describe ways in which marketers might provide customers with offensive materials or objectionable marketing practices.
	c. Explain ethical product issues that marketers face.
	d. Discuss ways in which marketers exert undue influence on vendors.
	e. Describe ethical issues associated with collection of marketing research data.
	f. Explain how marketing activities can be viewed as causing customers to purchase things they don't need or can't afford.
	g. Discuss how marketing activities have been accused of wrongfully influencing children.
	h. Describe ethical issues associated with marketing to minority groups.
	i. Explain ethical associated with how females are portrayed in marketing activities.
	j. Discuss the use of a code of ethics in marketing.
	k. Describe legal issues that affect marketing.
	l. Identify government agencies that regulate marketing activities.
Instructional Area	OPERATIONS MANAGEMENT: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning
Performance Indicator and Objectives	Discuss legal and ethical issues in operations (OP:190)
	a. Explain the conflict in operations that results when businesses attempt to maximize profit at all costs.
	b. Describe the conflict in operations that results when businesses attempt to minimize expenses at all costs.
	c. Discuss ethical issues associated with the use of company equipment.
	d. Explain ethical issues associated with inventory management.
	e. Describe ethical issues associated with purchasing.
	f. Discuss ethical issues associated with reporting safety violations.
	g. Explain ethical issues associated with reporting environmental violations.
Instructional Area	PROJECT MANAGEMENT: Understands tools, techniques, and systems that are used to plan, implement, monitor, and evaluate business projects

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Performance Indicator and Objectives	<p>Explain the nature of project management (OP:158)</p> <ol style="list-style-type: none"> Define the terms project, project management, project champion Distinguish between a project and business operations. Identify the elements that make up all projects (i.e., resources, schedule, and outcomes). Discuss the history of project management. Describe reasons that businesses are increasing their use of project management. Explain the primary objective of project management. Discuss benefits associated with the use of project management. Describe typical constraints on project management (e.g., scope, time, budget, quality, optimization of resources, etc.). Explain significant challenges to project management Identify the stages of project management (i.e., the project life cycle). Discuss the activities involved in each stage of project management (e.g., initiation, planning or development, production or execution, monitoring and controlling, and closing). Describe types of projects (i.e., derivative, platform, breakthrough, R&D). Explain the role of project managers in project management. Describe technology currently used to improve the project management process (e.g., blogs, wikis, collaborative groupware, etc.). Discuss the use of governance mechanisms to ensure that the project meets its requirements. Compare project management with management of a business.
Performance Indicator and Objectives	<p>Initiate project</p> <ol style="list-style-type: none"> Define the terms stakeholders, project charter, statement of work, Explain activities involved in initiating a project. Discuss the importance of the initiation process to successful project completion. Explain the importance of stakeholder involvement in the project initiation stage. Describe the components of the statement of work. Discuss how the statement of work will be used in project management. Describe SMART objectives. Explain the components of a project charter. Discuss how the project charter will be used in project management. Explain the steps involved in developing a project charter. Demonstrate procedures for initiating a project.
Performance Indicator and Objectives	<p>Prepare work breakdown structure (WBS)</p> <ol style="list-style-type: none"> Define the terms project scope, work breakdown structure, decomposition, work package, work breakdown structure dictionary. Discuss reasons to use a work breakdown structure. Describe the components of a work breakdown structure. Identify inputs into the work breakdown structure. Describe the outputs generated by the work breakdown structure. Discuss the use of decomposition in creating a work breakdown structure. Explain the 8/80 rule in developing a work breakdown structure. Describe reasons for creating a work breakdown structure dictionary. Discuss common pitfalls to the successful development of a work breakdown structure. Demonstrate procedures for developing a project's work breakdown structure.
Instructional Area	<p>PROJECT MANAGEMENT: Understands tools, techniques, and systems that are used to plan, implement, monitor, and evaluate business projects (cont'd)</p>

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Performance Indicator and Objectives	<p>Develop project schedule</p> <ol style="list-style-type: none"> Define the terms network diagram, precedence, concurrent or parallel activities, crashing, fast-tracking, milestones, precedent task, dependent task Explain how network diagrams benefit project management. Discuss the relationship between a work breakdown structure and a network diagram. Describe the goal of a network diagram. Describe types of project scheduling tools (i.e., network diagram, CPM, PERT chart, Gantt chart, etc.). Explain the importance of accurately estimating time needed to complete a project successfully. Discuss reasons that people often underestimate the amount of time needed to complete a project. Describe factors that should be considered when estimating time needed to complete a project. Explain techniques that are useful in estimating time requirements for projects (e.g., Drill-Down, etc.) Implement the Drill-Down technique to estimate time needed to complete tasks in project. Discuss techniques project managers use to “fast track” a project. Explain ways that project managers “crash” a project. Describe symbols and conventions used in developing a project’s schedule. Discuss the nature of task dependencies in project scheduling (i.e., finish to start, start to start, finish to finish, and start to finish) Discuss how relationships between activities are depicted in a project schedules. Explain how to review the logic in a project schedule. Demonstrate procedures for creating a project schedule.
Performance Indicator and Objectives	<p>Identify resources needed for project (OP:003)</p> <ol style="list-style-type: none"> Define the term project resources. Identify the types of resources utilized in projects (i.e., human resources and nonhuman resources). Discuss the importance of identifying project resources. Explain the consequences of failing to accurately identify needed project resources. Identify sources that can be used to determine needed resources. Explain considerations in determining skills needed for successful project completion. Describe techniques for identifying individuals who possess the needed skills. Identify nonhuman resources needed for project completion. Explain the importance of estimating project costs. Describe procedures for identifying resources. Demonstrate procedures for identifying project resources.
Instructional Area	<p>PROJECT MANAGEMENT: Understands tools, techniques, and systems that are used to plan, implement, monitor, and evaluate business projects (cont’d)</p>
Performance Indicator and Objectives	<p>Develop project plan (OP:001)</p> <ol style="list-style-type: none"> Discuss the components of a project plan. Describe the importance of addressing quality considerations at the outset of a project. Discuss factors considered in assessing project quality. Explain elements addressed in a quality plan. Describe the role of risk management in project management. Discuss considerations addressed in a risk management plan.

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- g. Explain considerations in scope management.
- h. Describe considerations in developing a communications management plan.
- i. Discuss considerations in creating a cost management plan.
- j. Explain why requirements in a project plan may change.
- k. Describe considerations in developing a change management plan.
- l. Explain procedures for developing a project plan.
- m. Demonstrate how to develop a project plan.

Performance Indicator and Objectives

Execute and control project (OP:002)

- a. Describe the importance of communication throughout the life of a project.
- b. Explain threats to successful project completion.
- c. Discuss progress information that should be collected during a project (e.g., activities completed, activities forecast for completion, variance report of funds spent vs. funds forecast, and project issues).
- d. Explain metrics that project managers can use to measure project progress.
- e. Identify ways for project managers to manage project risks.
- f. Discuss remedial actions that project managers can take to get projects back on track when projects deviate from their plans.
- g. Describe the purpose of an issue management process.
- h. Explain the issue management process.
- i. Monitor a project using project management tools.
- j. Discuss the use of project evaluation reports.
- k. Identify adjustments that may be needed in project plans.
- l. Explain procedures for changing a project plan.
- m. Demonstrate procedures for executing and controlling projects.

Performance Indicator and Objectives

Close project (OP:159)

- a. Explain the importance of properly closing a project.
- b. Discuss activities that should occur during the project closure process.
- c. Describe the purpose of conducting a post-implementation review.
- d. Explain the benefits of conducting a post-implementation review.
- e. Discuss the process for conducting a post-implementation review.
- f. Describe the purposes of developing a lessons-learned document.
- g. Demonstrate procedures for closing a project.

Instructional Area

QUALITY MANAGEMENT: Understands the need for standards and the strategies and techniques used to implement, monitor, and evaluate them

Performance Indicator and Objectives

Explain the nature of quality management

- a. Define the term quality management.
- b. Distinguish among quality control, quality assurance, and quality improvement.
- c. Explain how businesses benefit from quality management.
- d. Discuss costs associated with quality.
- e. Identify characteristics associated with quality (e.g., safety, durability, satisfaction, etc.).
- f. Explain issues associated with quality.
- g. Describe factors that influence quality (e.g., partnering, adaptability and speed of change, environmental sustainability, customization, knowledge focus, shifting demographics, etc.).
- h. Discuss levels of quality (i.e., organizational, process, and performance/job level).
- i. Explain the nature of quality management methodologies (i.e., Six Sigma, ITIL, CMMI).

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Instructional Area	RISK MANAGEMENT: Understands risk-management strategies and techniques used to minimize business loss
Performance Indicator and Objectives	<p>Explain the nature of risk management (FI:084)</p> <ol style="list-style-type: none"> Define the terms risk, probability, impact, mitigation, Identify categories of risk. Discuss complaints associated with risk-management efforts. Describe processes used to address risk-management issues (e.g., risk identification, risk quantification, risk response development, and risk monitoring and control). Explain activities involved in the risk identification process. Discuss the relationship of impact and probability on how to address risks. Discuss how to quantify risks based on impact and probability. Describe strategies for responding to risks (i.e., avoid, transfer, mitigate, and accept). Explain activities involved in the risk control process. Describe the components of Enterprise Risk Management (ERM) systems. Explain steps that can be used to set up a Enterprise Risk Management plan.
Performance Indicator and Objectives	<p>Explain ethical considerations in risk management</p> <ol style="list-style-type: none"> Discuss the interrelationship between ethics and risk management. Identify types of risks to which unethical behavior exposes businesses. Explain internal ethical issues that should be addressed by risk management. Discuss external ethical issues that should be assessed by risk management. Identify ways in which risk managers act unethically when working with insurance companies. Explain what risk managers can do to encourage corporate governance and management to behave ethically. Discuss risk managers' involvement in legal issues impacting businesses.
Instructional Area	STRATEGIC MANAGEMENT: Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department
Performance Indicator and Objectives	<p>Explain the concept of management--REVIEW</p> <ol style="list-style-type: none"> Define the following terms: management, planning, organizing, staffing, directing, and controlling. Explain the role of managers in business organizations. Describe the categories of resources managed by businesses. Explain the responsibilities of each level of management. Identify management functions. Describe the purposes of management functions.
Performance Indicator and Objectives	<p>Explain management theories and their applications</p> <ol style="list-style-type: none"> Define the term bureaucracy, system Discuss the importance of management theory. Explain what management theories accomplish. Describe the nature of scientific management theory in classical management. Identify problems associated with scientific management theory. Discuss the nature of administrative management theory in classical management. Describe the nature of behavioral management theory. Discuss the nature of management science theory. Describe the nature of organization-environment theory. Explain the nature of the contingency theory of management in integrated

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- perspectives of management.
- k. Discuss the nature of the systems theory of management in integrated perspectives of management.
- l. Describe the nature of the chaos theory of management.

Performance Indicator and Objectives

Determine chain of command

- a. Define the terms authority, responsibility, accountability, division of labor, unit of command, chain of command, span of management
- b. Explain how the chain of command is used to organize staff and responsibilities.
- c. Distinguish between formal and informal authority.
- d. Discuss levels of authority in organizations.
- e. Compare line authority with staff authority.
- f. Explain advantages/disadvantages of centralized authority.
- g. Describe advantages/disadvantages of decentralized authority.
- h. Discuss factors that affect an organization's organizational design.
- i. Explain the information that organization charts communicate.