**KANSAS STATE CAREER CLUSTER COMPETENCY PROFILE**BUSINESS ENTREPRENEURSHIP & MANAGEMENT PATHWAY

Graduation Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**I certify that the student has received training in the areas indicated.**

Instructor Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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(C.I.P. 52.0799)

**STUDENT \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Rating Scale:**

**4 - Exemplary Achievement**

**3 - Proficient Achievement**

**2 - Limited Achievement**

**1 - Inadequate Achievement**

**0 - No Exposure**

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| **CCTC CAREER READY PRACTICES** (To be included in all courses)  4 3 2 1 0 1. Act as a responsible and  contributing citizen and employee.  4 3 2 1 0 2. Apply appropriate academic and  technical skills.  4 3 2 1 0 3. Attend to personal health and  financial well-being.  4 3 2 1 0 4.Communicate clearly, effectively  and with reason.  4 3 2 1 0 5. Consider the environmental, social  and economic impacts of decisions.  4 3 2 1 0 6. Demonstrate creativity and  innovation.  4 3 2 1 0 7. Employ valid and reliable research  strategies.  4 3 2 1 0 8. Utilize critical thinking to make  sense of problems and persevere  in solving them.  4 3 2 1 0 9. Model integrity, ethical  leadership and effective  management.  4 3 2 1 0 10.Plan education and career path  aligned to personal goals.  4 3 2 1 0 11.Use technology to enhance  productivity.  4 3 2 1 0 12.Work productively in teams  while using cultural/global INTRODUCTORY COURSE (.5 Credit) 12050-BUSINESS ESSENTIALS Core course to give an overview of the business, marketing and finance career cluster occupations. 4 3 2 1 0 1. **Analyze fundamental economic  concepts necessary for**  **employment in business**.  Distinguish between economic   goods and services.  Explain the concept of economic  resources.  Describe the concepts of economics  and economic activities.  Determine economic utilities created   by business activities.  Explain the principles of supply and  demand.  Describe the functions of prices in  markets.  4 3 2 1 0 2. **Describe the nature of business**  **and its contribution to society.**  Explain the role of business in  society.  Describe types of business activities.  Explain the organizational design of  businesses.  Discuss the global environment in  which businesses operate.  Describe factors that affect the  business environment  Explain how organizations adapt to  today’s markets.  4 3 2 1 0 3. **Recognize how economic  systems influence environments**  **in which businesses function**.  Explain the types of economic  systems.  Explain the concept of private  enterprise.  Identify factors affecting a  the legal environment of business to   demonstrate knowledge of   contracts.  4 3 2 1 0 11. **Identify regulatory agencies and   regulatory legislation.**  Describe the nature of legal   procedure.  Discuss the nature of debtor-creditor   relationships.  Explain the nature of agency   relationships.  Discuss the nature of environmental  law.  Discuss the role of administrative  law.  4 3 2 1 0 12. **Identify types of business   ownership.**  Explain types of business   ownership.  Select form of business ownership.  **TECHNICAL SKILLS:** ***Use the   technical knowledge and   skills required to pursue the   targeted careers for all pathways   in the career cluster, including   knowledge of design, operation,   and maintenance of   technological systems critical to   the career cluster.***  4 3 2 1 0 13. **Perform customer service**  **activities to support customer**  **relationships and encourage**  **repeat business.** Explain a customer-service   mindset.  Respond to customer inquiries   and complaints.  Interpret business policies to   customers/clients.  Understands the techniques and  **relates with maintaining business   financial efficiency.**  Explain forms of financial exchange.  Manage personal finances to achieve  financial goals with savings and  investing.  Identify a business’s risks.  Explain the time value of money.  Explain the purposes and importance  of credit.  4 3 2 1 0 20**. Define the accounting equation**  **and how accounting can assist in   maintaining financial solvency.**  Interpret cash-flow statements.  Monitor business’s profitability.  Develop personal budget.  Properly maintain a personal   financial account (e.g., savings,   checking, etc.)  Interpret a pay stub.  Read and reconcile bank   statements.  Maintain financial records.  Describe sources of income (e.g.,   wages/salaries, interest, rent,   dividends, transfer payments, etc.)  **INFORMATION   TECHNOLOGY   APPLICATIONS: *Use   information technology tools   specific to the career cluster to   access, manage, integrate, and   create information.***  4 3 2 1 0 21. **Use information technology tools to manage and perform work responsibilities**. Assess information needs.  Use information literacy skills to increase workplace efficiency and effectiveness.  **order for entering a business**  **career.**  Explore Kansas Career Pipeline.  Prepare a resume.  Prepare a letter of application.  Complete an employment   application.  Interview for employment.  4 3 2 1 0 29. **Utilize critical thinking and**  **decision-making skills to exhibit**  **qualifications to a potential**  **employer.**  Demonstrate problem-solving skills.  Obtain needed information   efficiently.  Evaluate quality and source of   information.  Apply information to accomplish a   task. **TECHNICAL COURSES**  **12052 – BUSINESS MANAGEMENT**  **(.5 credit)**  ***Identify, analyze, and process***  ***business data and information to***  ***make business decisions and***  ***enhance business management***  ***duties****.*  4 3 2 1 0 1. **Solve mathematical managerial**  **problems using numbers and**  **operational resources.**  4 3 2 1 0 **2**. **Perform data analysis to make**  **business decisions.**  Formulate questions effectively.  Collect relevant data.  Organize useful data.  Employ appropriate statistical   methods in data analysis.  Develop and evaluate inferences  and predictions.  Apply basic concepts of probability.  ***Evaluate and use information***  ***resources to accomplish specific***  ***occupational tasks.*** 4 3 2 1 0 **10**.**Use informational texts, Internet   web sites, and/or technical   materials to review and apply   information sources for   occupational tasks.**  ***Develop and deliver formal and***  ***informal presentations using***  ***appropriate media to engage and***  ***inform audiences****.*  4 3 2 1 0 **11**. **Prepare oral presentations to   provide information for specific**  **purposes and audiences.**  Demonstrate effective   communication skills (e.g., verbal,   nonverbal, and technological   communications and effective   listening skills).  ***Employ critical thinking skills***  ***independently and in teams to   solve problems and make   decisions (e.g., analyze, synthesize   and evaluate).***  4 3 2 1 0 **12**. **Identify common tasks that   require employees to use problem-  solving skills.**  Explain the importance of why   managers need to build strong   relationships within the business   environment (i.e. employees,   vendors, investors, consumers, etc.)  4 3 2 1 0 **13**. **Describe the value of using   problem-solving and critical   thinking skills to improve a   situation or process.**  ***Employ critical thinking and***  ***interpersonal skills to resolve***  ***conflicts with staff and/or   customers.***  ***development skills to foster***  ***positive working relationships and***  ***accomplish organizational goals.***  4 3 2 1 0 **24**. **Describe how staff growth and**  **development increases**  **productivity and employee**  **satisfaction.**  Identify and explain motivational   theories and strategies in managing   employees.  4 3 2 1 0 **25**. **Explain and identify best practices**  **for successful team functioning.**  Discuss and demonstrate the   importance of vision, mission, and   goal setting within the context of the   business environment.  ***Describe business's responsibility   to know and abide by laws and***  ***regulations that affect business***  ***operations.***  4 3 2 1 0 **26**.**Demonstrate, manage, obtain and**  **protect information through   ethical behavior in a business   setting to foster positive internal  and external interactions.**  Respect the privacy of others.  Explain ethical considerations in   providing information.  Protect confidential information.  Determine information appropriate   to obtain from a client or another   employee.  Explain the nature of business ethics.  Demonstrate responsible ethical   work behavior (honesty/integrity)  Describe ethics in human resources   issues.  4 3 2 1 0 **27**. **Describe the nature and scope of**  **business laws and regulations.**  Discuss the nature of law and   sources of law in the United States.  Describe the US Judicial system   hierarchy for legal appeals.  Describe legal issues affecting  and securing bid specifications.  4 3 2 1 0 **36**.**Manage quality-control processes   to minimize errors and to expedite**  **workflow.**  Explain the nature of quality   management.  Discuss the need for continuous   improvement of the quality process.  Develop continuous-improvement   strategies.  Develop a plan/program for quality   achievement.  ***Examine risk management   strategies and techniques in order   to minimize potential business loss.***  4 3 2 1 0 **37**. **Explain the nature and scope of   risk management practices within   a business.**  Explain the role of ethics in risk   management.  Describe the use of technology in   risk management.  Discuss legal considerations   affecting risk management.  ***Plan, organize, and control an***  ***organization/department to   optimize overall business success.***  4 3 2 1 0 **38**. **Plan organization's/department's**  **activities to guide and support**  **decisions and to ensure that staff**  **focus on current and future**  **operational priorities.**  Describe the strategic planning   process within an organization.  Develop strategies for achieving   company vision.  Determine alternative actions to take   when goals are not being met.  4 3 2 1 0 **39.Develop business plans to meet**  **company needs**.  Develop company vision.  Determine business’s overall global   strategy.  Develop company’s  4 3 2 1 0 **7**. **Describe the relationship between**  **principled entrepreneurship**  **versus personal responsibility.**  Understand the civil foundations of the  legal environment of business.  Explain the difference and similarities  between business and consumer rights  to operate in a free market system.  4 3 2 1 0 **8. Describe the relationship between**  **government and business.**  Describe the nature of legal   procedures in business.  Explain how an entrepreneur can   protect its intellectual property rights   (i.e., patents, trademarks, copyrights)  4 3 2 1 0 **9. Identify types of business**  **ownership**  4 3 2 1 0 **10**.**Demonstrate understanding of**  **managerial and business   ethics.**  Discuss ethics, responsibility,   honesty, integrity, and work   habits.  4 3 2 1 0 **11.Analyze and define   entrepreneurship**.  Define entrepreneurship and   entrepreneurs.  Contrast the different types of   entrepreneurs (e.g., classic, change   agent, intrapreneur), identifying their   value and role. 4 3 2 1 0 **12**. **Expound on the importance of   entrepreneurship on market   economies.**  Describe the need for entrepreneurial   discovery.  Analyze the importance of   entrepreneurship to US/global   economy.    benefits of a records management   system.  Explain how a records management  program is established.  Describe the steps in planning   and implementing a records   management system.  4 3 2 1 0 **20**. **Describe the impact of the   Internet on   entrepreneurship/small business**  **ownership.**  Explain the nature of e-commerce.  Develop basic website.  Communicate by computer.  Demonstrate basic search skills on   the Web.  Evaluate credibility of Internet   resources.  ***Understands the concepts,   processes, and systems needed to   determine and satisfy customer   needs/wants/expectations, meet   business goals/objectives, and   create new product/service ideas.***  4 3 2 1 0 **21. Understand marketing's role and   function in business to facilitate  economic exchanges with  customers.**  Determine services to provide   customers.  Explain the role of customer service   in positioning/image.  4 3 2 1 0 **22**. **Analyze the role of marketing**  **research in constructing a small**  **business management model.**  Identify the reasons for conducting   research.  Explain the methods of market   research, including an evaluation of   the main research techniques.  obtaining business credit.  Explain sources of financial  assistance.  Explain loan evaluation criteria   used by lending institutions.  Identify sources of business loans.  Determine business’s value.  Explain the importance of having   financial goals and objectives.  Define how to build and monitor a   budget.  Explain the nature of capital   investment.  ***Know and understand the   importance of employability   skills. Explore, plan, and   effectively manage careers. Know  and understand the importance of   entrepreneurship skills.***  ***Obtain and develop strategies for   ensuring a successful career in   entrepreneurship/small business  ownership.***  4 3 2 1 0 **31**. **Develop personal traits and   behaviors to foster career  advancement.**  Discuss appropriate personal   appearance.  Set personal goals.  Use time-management skills.  **TECHNICAL COURSES**  **12105 – BUSINESS ECONOMICS (.5 credit)**  **Business Economics course integrates economic principles (such as free market economy, consumerism, and the role of American government within the economic system) with entrepreneurship/business concepts (such as marketing principles, business law, and risk).**  4 3 2 1 0 **1 Describe how relative scarcity**  ***Explain the analytical process of***  ***economic decisions, involving   profit maximization and loss   minimization.***  4 3 2 1 0 **15.Evaluate relationship between   inputs and outputs.**  Understand marginal product (i.e.,   the extra output from an extra input).  Review performance reports to locate   areas that indicate the need to change   organizational process or   performance.  4 3 2 1 0 **16.Use expenditures (explicit costs)**  **along with implicit costs (e.g.,**  **opportunity cost) in making profit**  **maximizing decisions.**  Distinguishing between sunk costs   (e.g., rent) and key factors like   marginal costs (i.e., the extra cost   from an extra unit of output)  4 3 2 1 0 **17.Explain revenues (e.g., total   revenue and marginal revenue's)   role in making profit maximizing   decisions.**  Demonstrate an understanding that   marginal revenue is the extra   revenue from an extra unit of output.  4 3 2 1 0 **18**.**Determine the price and output in**  **profit maximizing analysis.**  Give examples of how profits are   maximized, or losses are minimized.  Explain equilibrium price and its   purpose in economic decisions.  ***Demonstrate and experience the***  ***value and role of marketplace***  ***competition and labor economics.***  4 3 2 1 0 **19**. **Explain the difference in pure**  **competition and imperfect**  **competition.**  Contrast competition and  4 3 2 1 0 1. Classify-record-and summarize  financial data  4 3 2 1 0 2. Discuss the nature of the  accounting cycle  4 3 2 1 0 3. Demonstrate the effects of  transactions on the accounting equation  4 3 2 1 0 4. Prepare a chart of accounts  4 3 2 1 0 5. Use T accounts  4 3 2 1 0 6. Record transactions in a general  journal  4 3 2 1 0 7. Post journal entries to general ledger accounts  4 3 2 1 0 8. Prepare a trial balance  4 3 2 1 0 9. Journalize and post adjusting entries  4 3 2 1 0 10. Journalize and post closing  entries  4 3 2 1 0 11. Prepare a post-closing trial  balance  4 3 2 1 0 12. Prepare work sheets  4 3 2 1 0 13. Discuss the nature of annual  reports  4 3 2 1 0 14. Discuss the use of financial  ratios in accounting  4 3 2 1 0 15. Determine business liquidity  4 3 2 1 0 16. Calculate business profitability  4 3 2 1 0 17. Prepare income statements  4 3 2 1 0 18. Prepare balance sheets  4 3 2 1 0 19. Maintain cash controls  4 3 2 1 0 20. Prove cash  4 3 2 1 0 21. Journalize/post entries to  establish and replenish petty cash 4 3 2 1 0 22. Journalize/post entries related to  banking activities  4 3 2 1 0 23. Explain the benefits of electronic funds transfer  4 3 2 1 0 24. Prepare bank deposits  4 3 2 1 0 25. Prepare purchase requisitions  4 3 2 1 0 26. Prepare purchase orders  4 3 2 1 0 74. Process invoices for payment  4 3 2 1 0 75. Process accounts payable checks  4 3 2 1 0 76. Prepare an accounts payable  schedule  4 3 2 1 0 77. Explain the nature of accounts  receivable  4 3 2 1 0 78. Maintain a customer file for  accounts receivable  4 3 2 1 0 79. Analyze sales transactions  4 3 2 1 0 80. Post to an accounts receivable   subsidiary ledger  4 3 2 1 0 81. Process sales orders and invoices 4 3 2 1 0 82. Process sales returns and  allowances 4 3 2 1 0 83. Process customer payments  4 3 2 1 0 84. Prepare customer statements  4 3 2 1 0 85. Process uncollectible accounts  4 3 2 1 0 86. Prepare an accounts receivable  schedule  4 3 2 1 0 87. Determine uncollectible accounts  receivable  4 3 2 1 0 88. Explain the purpose of   internal accounting controls  4 3 2 1 0 89. Determine the components  of internal accounting  control procedures.  4 3 2 1 0 90. Maintain internal accounting  controls  4 3 2 1 0 91. Utilize accounting  technology  4 3 2 1 0 92. Integrate technology into  accounting  4 3 2 1 0 93. Describe careers in  accounting  4 3 2 1 0 94. Explore accounting licensing  and certification programs  4 3 2 1 0 95 Discuss the significance of  responsibility in accounting  4 3 2 1 0 96. Describe Generally Accepted  Accounting Principles – GAAP  verbal instructions  4 3 2 1 0 30.Utilize listening skills  4 3 2 1 0 31.Perform a self-evaluation to  determine strengths and  weaknesses  4 3 2 1 0 32.Develop grooming and personal  hygiene habits  4 3 2 1 0 33.Develop a healthy self-esteem  4 3 2 1 0 34.Describe the importance of  the following personal  qualities:  honesty, loyalty, courtesy,  cooperation, alertness,  ambition, punctuality,   interest, involvement,  patience, tact, confidence,  sense of humor,  dependability/reliability,  flexibility, and initiative  4 3 2 1 0 35.Describe acceptable conduct  in the following professional  relationships: employee-  employer, employee, coworker,  and employee-public  4 3 2 1 0 36.Research and report on  various business careers  4 3 2 1 0 37.Prepare a résumé  4 3 2 1 0 38.Compose and type  employment-  related letters such as  application, thank you,  resignation, etc.  4 3 2 1 0 39.Complete an application  form  4 3 2 1 0 40.Demonstrate the techniques  of a good job interview  4 3 2 1 0 41.Prepare a computerized  spreadsheet to analyze and  present data  4 3 2 1 0 42.Prepare graphic presentations   of data by computer  the Uniform Consumer Code,  various enforcement agencies (i.e.,  Federal Trade Commission) and  consumer protection laws.  4 3 2 1 0 17. Identify legislation which regulates  consumer credit (e.g., Fair Credit  Reporting Act, Equal Credit  Opportunity Act, etc).  4 3 2 1 0 18. Define common unfair practices  (i.e. bait and switch, usury, identity  theft, misrepresentation fly by  night companies)  ***The student will demonstrate the***  ***ability to identify issues and   discuss Agency and Employment  law.***  4 3 2 1 0 19. Discuss and define an agency's  code of ethics involving  relationships, duties, obligations,  and liabilities  4 3 2 1 0 20. Discuss and explain the nature of  employer and employee  relationships  4 3 2 1 0 21. Demonstrate an understanding of  discrimination both justified and  unjustified.  4 3 2 1 0 22. Identify and discuss employment  regulation (Child/youth labor,  minimum wage, collective  bargaining).  ***The student will demonstrate the***  ***ability to identify issues and   discuss Family law.***  4 3 2 1 0 23. Demonstrate an understanding of  marriage, dissolution of marriage,  and parental custody issues  4 3 2 1 0 24. Demonstrate an understanding of  wills, trusts, probate and estate  planning.  ***The student will demonstrate the***  distribution.  4 3 2 1 0 20. Describe the use of technology in  the channel management function.  4 3 2 1 0 21. Explain legal considerations in  channel management.  4 3 2 1 0 22. Describe ethical considerations in  channel management.  4 3 2 1 0 23. Describe the need for marketing information.  4 3 2 1 0 24. Identify information monitored  for marketing decision making.  4 3 2 1 0 25. Explain the nature and scope of  the marketing information  management function.  4 3 2 1 0 26. Explain the role of ethics in  marketing-information management.  4 3 2 1 0 27. Describe the use of technology in  the marketing-information  management function.  4 3 2 1 0 28. Describe the regulation of  marketing-information  management.  4 3 2 1 0 29. Explain the nature of marketing  research.  4 3 2 1 0 30. Discuss the nature of marketing  research problems/issues.  4 3 2 1 0 31. Describe methods used to design  marketing research studies (i.e.,  descriptive, exploratory, and causal).  4 3 2 1 0 32.Describe options businesses use  to obtain marketing-research data  (i.e., primary and secondary  research).  4 3 2 1 0 33. Discuss the nature of sampling  plans.  4 3 2 1 0 34. Describe data-collection methods (e.g., observations, mail, telephone, Internet, discussion groups, interviews, scanners).  clientele  4 3 2 1 0 70.Explain company selling policies  4 3 2 1 0 71. Explain business ethics in selling  4 3 2 1 0 72. Describe the use of technology in the selling function  4 3 2 1 0 73. Describe the nature of selling  regulations  4 3 2 1 0 74. Acquire product information for use in selling  4 3 2 1 0 75. Analyze product information to identify product features and benefits  4 3 2 1 0 76. Explain the selling process  4 3 2 1 0 77. Establish relationship with  client/customer  4 3 2 1 0 78. Determine customer/client needs  4 3 2 1 0 79. Recommend specific product  4 3 2 1 0 80. Calculate miscellaneous charges  4 3 2 1 0 81. Process special orders  4 3 2 1 0 82. Process telephone orders  **12059 – IB Business & Management**  **(1 credit)**  **IB Business and Management courses prepare students to take the International Baccalaureate Business and Management exam at either the Subsidiary or Higher level. In keeping with Individual and Society courses, IB Business and Management promotes problem-solving by identifying the problem, selecting and interpreting data, applying appropriate analytical tools, and recommending solutions by evaluating their quantitative and qualitative implications. These courses also equip students with knowledge and understanding of business terminology, concepts and principles.**  **Introduction to Organizations**  4 3 2 1 0 1. Analyze local organizations of  **Student Leadership Skills**  4 3 2 1 0 27. Identify desirable 21st Century  skills important to business.  **APPLICATION LEVEL**  **32200 – APPLIED BUSINESS DEVELOPMENT**  **(1 credit)**  **Applied Business Development students will practice skills of planning, organizing, directing and controlling functions of operating a business while assuming the responsibilities and risk involved. Students will develop skills in enterprise development, market analysis and financial preparation.**  ***Understand consumer buying   habits when faced with scarce   resources and unlimited wants.***  4 3 2 1 0 1**. Apply principled economics and   marketing to optimize business   value and customer satisfaction.**  Identify the effects of the economy   on selected industry to plan products   and services.  Identify future needs by using   information about current trends.  Use principles of budgeting and   forecasting to maximize profit and   growth within the industry.  Research costs, pricing and market   demands to promote profitability.  Utilize information from ethnic and   geographical studies to guide   customer service decisions.  Describe the functions of prices in   markets.  4 3 2 1 0 2**. Use economic indicators to detect   economic trends and conditions.**  Describe the concept of price   stability as an economic measure.  Discuss the measure of consumer   spending as an economic indicator.  Discuss the impact of a nation's   unemployment rates  ***Motivate and supervise personnel   to achieve completion of projects***  ***and company goals.***  4 3 2 1 0 7. **Exhibit behaviors and actions to   effectively hire, motivate and lead   people.**  Identify and describe strategies that  provide effective recruitment and   performance incentives for   employee retention.  Motivate and lead employees   toward innovative ideas and/or   critical thinking ability.  Motivate and lead employees   toward continuous learning and/or   professional development.  4 3 2 1 0 8 **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)..  4 3 2 1 0 9 **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 teams  Exhibit the ability to be flexible   and allow for adaptations in work   that team- tasking requires.  4 3 2 1 0 10.**Manage stressful situations to**  of the change.  Evaluate the improvement process  (cost/benefit analysis, impact   analysis, etc.).  ***Demonstrate and experience the   value and role of marketplace   competition.***  4 3 2 1 0 **16 Dramatize/Explain ways   marketplace competition could   both be beneficial and harmful to   a(n) business/organization.**  Participate in performance based   competitive event.  Participate in a business plan   competition.  Explain and identify the market-  based competitions within the   desired business field.  ***Understand ethical and legal   responsibilities to maintain high   quality standards in product and   service industries.***  4 3 2 1 0 17. **Create a resource base of   alternative plans containing   proactive and reactive solutions   to manage emergency situations.**  Formulate methods of resolution   and/or alternatives to eliminate   potential safety hazards.  Identify sources of assistance to   utilize in emergency situations for   self, co-workers and   customers/guests.  4 3 2 1 0 18. **Establish procedures that educate   customers about identified safety   and security issues.**  Disseminate information to   customers addressing potential   safety hazards and security issues.  4 3 2 1 0 19**. Apply knowledge of business   ownership to establish and   continue business operations**  Select form of business ownership.  ***Develop and implement short   and long-term strategic plans to   manage growth, profit and goals*** 4 3 2 1 0 26. **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  ***Understand the importance and   applications of various types of   management.***  4 3 2 1 0 27. **Utilize project-management skills   to improve work-flow and   minimize costs.**  Explain the nature of project   management.  Explain the nature of a project life   cycle.  Explain standards project-  management processes.  Develop project plan.  Coordinate schedules and activities.  Apply project-management tools to  monitor project progress.  Track and evaluate project progress   and results.  4 3 2 1 0 28. **Understand the role and   function of quality management   to obtain a foundational   knowledge of its nature and   scope.**  Explain the nature of quality   management.  Discuss the need for continuous   improvement of the quality   process.  ***Maintain, monitor, plan, and   control the use of financial   resources to protect an***  ***entrepreneur and business’s   financial well-being.***  4 3 2 1 0 38. **Identify potential business   threats and opportunities to   protect a business's financial   well-being.**  Identify speculative business risks.  Explain the nature of risk   management.  Identify a business's risks.  Explain the time value of money.  Explain the purposes and   importance of credit.  4 3 2 1 0 39. **Implement accounting   procedures to track money flow   and to determine financial   status through proper financial   statement reporting.**  Describe the nature of budgets.  Monitor business's profitability.  Develop a monthly and annual   business budget.  Maintain financial records.  Describe the nature of income and   cash flow statements.  Explain and interpret a balance   sheet.  ***Manage marketing activities to   facilitate business development   and growth.***  4 3 2 1 0 40. **Acquire foundational knowledge  of customer/client/business   behaviors to understand what   motivates decision-making.**  Explain   customer/client/business   buying behavior. | competence.  **CCTC BUSINESS MANAGEMENT & ADMINISTRATION CAREER CLUSTER STANDARDS** (To be taught throughout the pathway)  4 3 2 1 0 1. Utilize mathematical concepts,   skills and problem solving to obtain  necessary information for decision  making in business.  4 3 2 1 0 2. Describe laws, rules and regulations  as they apply to effective business  operations.  4 3 2 1 0 3. Explore, develop and apply  strategies for ensuring a successful  business career.  4 3 2 1 0 4. Identify, demonstrate and   implement solutions in managing   effective business customer   relationships.  4 3 2 1 0 5. Implement systems, strategies and  techniques used to manage  information in a business.  4 3 2 1 0 6. Implement, monitor and evaluate  business processes to ensure  efficiency and quality results.    business’s profit.  Determine factors affecting   business risk.  Explain the concept of competition.  Describe market structures.  4 3 2 1 0 4. **Analyze cost/profit relationships**  **to guide business decision-**  **making.**  Explain the concept of  productivity.  Analyze impact of  specialization/division of labor on  productivity.  Explain the concept of organized  labor and business.  Explain the impact of the law of  diminishing returns.  Describe the concept of economies  of scale.  4 3 2 1 0 5. **Describe the purpose and origin**  **of business within the US**.  Discuss the various commodities  of trade within US history.  Explain the origins of Wall Street.  Describe the evolution in consumer  awareness and buyer relationships.  Explain the concept of Gross   Domestic Product and its   development with the US.  4 3 2 1 0 6. **Analyze the history and**  **importance of trade within a**  **global marketplace.**  Difference between imports and  exports.  Explain the role of cultures and  political systems on global trade.  Explain the currency exchanges  and how the value fluctuates.  4 3 2 1 0 7. **Apply verbal skills when**  **obtaining and conveying**  strategies used to foster positive-  ongoing relationships with   customers.  4 3 2 1 0 14. **Utilize technology to facilitate**  **customer relationship   management.**  Understand the nature of customer   relationship management.  **EMOTIONAL   INTELLIGENCE:** ***Employ and   manage techniques, strategies,   and systems used by   management to foster self-  understanding and enhance   business relationships.***  4 3 2 1 0 15**. Demonstrate managerial and  business ethics.**  Discuss ethics, responsibility,   honesty, integrity, and work habits.  4 3 2 1 0 16. **Develop personal traits and**  **behaviors to foster career   advancement.**  Identify desirable personality traits   important to business.  Exhibit a positive attitude.  Exhibit self-confidence.  Demonstrate interest and   enthusiasm.  Demonstrate initiative.  Foster positive working   relationships.  Participate as a team member.  Explain the nature of effective   communications.  **ENTREPRENEURSHIP: *Assess***  ***entrepreneurship/small-business   management-career information   to enhance opportunities for***  ***career success.***  Identify ways that technology   impacts business.  Explain the role of information  systems.  ***Operate writing and publishing   applications to prepare business   communications.***  4 3 2 1 0 22. **Prepare simple documents and**  **other business communications.**  Demonstrate basic research skills.  Evaluate quality and source of   information.   **MARKETING: *Manage   marketing activities to   facilitate business   development and growth.*** 4 3 2 1 0 23**. Understand marketing's role and**  **function in business to facilitate   economic exchanges with   customers.**  Plan product mix.  Determine services to provide   customers.  Explain the role of customer service   in positioning/image.  Analyze factors that contribute to   business success.  Develop strategies to position   product/business.  Acquire foundational knowledge of   customer, client, and business   behavior to understand what   motivates decision-making.  4 3 2 1 0 24. **Explain marketing and its**  **importance in global economy**.  Identify considerations in   implementing international   marketing strategies.  4 3 2 1 0 25**. Describe marketing functions**  **and related activities.**  4 3 2 1 0 **3**. **Evaluate the accuracy of**  **mathematical responses using**  **problem-solving techniques.**  Identify problem solving   techniques.  Apply a variety of problem-solving  strategies.  Adjust problem-solving strategies,   when needed.  ***Examine and employ business   and economic principles and   concepts in making informed   business decisions to continue   business operations.***  4 3 2 1 0 **4. Recognize how economic systems**  **influence environments in which**  **businesses function**.  Identify factors affecting a   business’s profit.  Determine factors affecting business   risk.  Explain the concept of competition.  Describe market structures.  Distinguish between economic   goods and services.  Describe the concepts of economics   and economic activities.  Determine economic utilities   created by business activities.  4 3 2 1 0 **5**. **Use knowledge regarding the   impact government has on  businesses to make informed   economic decisions.**  Determine the relationship between   government and business.  Discuss the supply and demand for   money.  4 3 2 1 0 **6**. **Describe global trade's impact on**  **business activities.**  Discuss the impact of globalization  on business.  Explain cultural considerations that  4 3 2 1 0 **14**. **Analyze situations and behaviors   that affect conflict management.**  Review the methods a manager may   use to resolve various conflicts.  4 3 2 1 0 **15**. **Determine best options/outcomes   for conflict resolution using   critical thinking skills.**  4 3 2 1 0 **16**. **Identify with others’ feelings,   needs, and concerns.**  ***Identify, write and monitor***  ***workplace performance goals to***  ***guide progress in assigned areas of***  ***responsibility and accountability.***  4 3 2 1 0 **17**.**Write goals that meet appropriate**  **criteria: Specific, Measurable,**  **Achievable, Realistic, Time Bound.**  ***Analyze accounting systems'***  ***contribution to the fiscal stability   of a business.***  4 3 2 1 0 **18**. **Develop a foundational knowledge**  **of accounting to understand its**  **nature and scope.**  Explain the concept of accounting.  Explain the need for accounting   standards (GAAP).  Discuss the role of ethics in   accounting.  Explain the use of technology in   accounting.  Explain legal considerations for   accounting.  ***Understand the methods that***  ***businesses use to recruit, train and***  ***develop human resources****.*  4 3 2 1 0 **19**. **Describe the role and function of**  **human resources management.**  Discuss the nature of human   resources management.  Explain the role of ethics in human   resources management.  Describe the use of technology in   human resources management.  businesses and binding contracts.  ***Explore, obtain, and develop***  ***strategies for ensuring a successful***  ***business career.***  4 3 2 1 0 **28**.**Utilize career-advancement   activities to enhance professional**  **development.**  Describe techniques for obtaining   work experience (e.g., volunteer   activities, internships).  Explain the need for ongoing   education as a worker.  Explain possible advancement   patterns for jobs.  Identify skills needed to enhance   career progression.  Utilize resources that can contribute   to professional development (e.g.,   trade journals/periodicals,   professional/trade associations,   classes/seminars, trade shows, and   mentors).  ***Access, process, maintain, evaluate,***  ***and disseminate information to***  ***assist in business decision-making.***  4 3 2 1 0 **29**.**Use information literacy skills to**  **increase workplace efficiency   and effectiveness.**  Assess information needs.  Obtain needed information   efficiently.  Evaluate quality and source of   information.  Apply information to accomplish a   task.  Store information for future use.  4 3 2 1 0 **30**.**Acquire a foundational knowledge**  **of information management to**  **understand its nature and scope.**  Discuss the nature of information   management.  Explain the role of ethics in   information management.  Explain legal issues associated with  information management.  4 3 2 1 0 **31**.**Maintain business records to**  **facilitate business operations.**  management plan.  **12053 – ENTREPRENEURSHIP (.5 credit)**  **Entrepreneurship courses acquaint students with the knowledge and skills necessary to own and operate their own businesses. Topics from several fields typically form the course content: economics, marketing principles, human relations and psychology, business and labor law, legal rights and responsibilities of ownership, business and financial planning, finance and accounting, and communication.**  ***Solve mathematical problems and use the information as it relates with entrepreneurship/small business ownership.***  4 3 2 1 0 **1. Solve mathematical problems  using numbers and operations.**  Recognize relationships among   numbers.  Employ mathematical operations.  Perform computations successfully.  Predict reasonable estimations.  4 3 2 1 0 **2**. **Incorporate algebraic skills to**  **make business decisions.**  Recognize patterns and mathematical   relations.  Use algebraic symbols to represent,   solve, and analyze mathematical   problems.  Create mathematical models from   real-life situations.  Represent changes in quantities   mathematically.  Determine rate of change   mathematically.  Interpret graphical and numerical   data.  4 3 2 1 0 **3**. **Demonstrate an understanding of**  **how basic economic concepts**  **are utilized by an**  **entrepreneur/small business**  **owner.**  Explain the principles of supply and  demand.  Explain the factors of production.  Explain the concept of scarcity.  4 3 2 1 0 **13. Explain characteristics of an**  **entrepreneur as it relates to**  **personal assessment and**  **management.**  Analyze desired lifestyle and that   associated with entrepreneurship.  Discern between desired benefits   and those associated with   entrepreneurship.  Examine similarities and differences   between personal educational goals   and educational requirements for   entrepreneurship.  ***Developing and recognizing a   successful business venture   opportunity through   entrepreneurial discovery,  concept development, resourcing,   actualization and harvesting.***  4 3 2 1 0 **14. Identify successful methods in**  **developing and assessing**  **innovative business ideas**.  Utilize techniques for idea creation.  Incorporate innovative thinking   methods to meet consumer   demands.  Identify methods in which   technology creates innovation.  Use creativity in business   activities/decisions.  4 3 2 1 0 **15**. **Give explanation on how**  **entrepreneurs recognize**  **marketplace opportunities**.  Assess global trends and   opportunities for business ventures.  Observe trends in the marketplace.  4 3 2 1 0 **16. Explain tools used by**  **entrepreneurs for venture**  **planning.**  Assess start-up requirements.  Assess risks associated with   venture.  Describe external resources useful   to entrepreneurs during concept   development.  Use components of a business plan  Acquire foundational knowledge of   customer, client, and business  behavior to understand what   motivates decision-making. 4 3 2 1 0 **23**.**Describe marketing functions**  **and related activities.**  Identify elements of the marketing   mix.  4 3 2 1 0 **24**. **Describe the components and**  **purpose of a business plan.**   Write a business venture   executive summary.  Describe the business venture   in a company overview.  Determine the company   mission statement, goals and   objectives.  Describe the business   environment and   competition.  Describe the company   description and marketing   strategy.  Identify financial   considerations.  4 3 2 1 0 **25. Examine and explain the**  **components and purpose of a**  **financial plan for a business.**  Estimate expenses for a start-up   business.  Identify break-even point.  Set profit goals.  Identify sources of capital.  4 3 2 1 0 **26. Identify and evaluate a local**  **entrepreneurial   venture/business.** Evaluate all functions of business.   ***Understand organizational and   financial tools used in making   business decisions as it relates to*  exists in all societies.**  4 3 2 1 0 **2**. **Give real-world examples of**  **each type of scarce resource (e.g.,**  **Natural resources, labor, capital,**  **entrepreneurs).**  4 3 2 1 0 **3**. **Identify examples of   virtually unlimited wants.**  4 3 2 1 0 **4. Explain the most valuable**  **thing a person gives up is   his or her opportunity cost.**  4 3 2 1 0 **5. Demonstrate an**  **understanding of costs and**  **benefits analysis by giving**  **real-world examples which**  **properly evaluate**  **alternatives.**  4 3 2 1 0 **6. Establish a clear distinction**  **between absolute and**  **comparative advantage.**  Explain how individuals,   regions, and countries   specialize based on low   opportunity costs & trade.  4 3 2 1 0 **7. Illustrate examples of   specialization, recognizing the   interdependence it creates.**  4 3 2 1 0 **8. List some advantages and**  **disadvantages of market-oriented**  **economies as well as more directed**  **economies.**  Convey how economic systems use   elements of markets and government  direction in providing goods and   services.  ***Students will develop an***  ***understanding of how markets***  ***allocate scarce resources and goods***  ***and services they produce.***  4 3 2 1 0  **9. Explain the role of price and other**  **determinants of demand (e.g.,**  **income, expectations, price of**  monopoly in the expected price and   output.  4 3 2 1 0 **20**. **Illustrate the role labor and other**  **resource markets have on the**  **demand for the good or service.**  Select a business organization and   determine the number of workers to   hire, justifying wage rates.  ***Understand ethical and legal***  ***responsibilities to maintain high***  ***quality standards in product and***  ***service industries.***  4 3 2 1 0 **21**. **Illustrate the role of self-interest in**  **economic decisions by both**  **consumers and producers.**  4 3 2 1 0 **22**. **Explain the role of government in**  **directing, controlling and   regulating market economies.**  ***Demonstrate an understand that***  ***personal spending, saving, and   credit decisions have significant***  ***implications for the future.*** 4 3 2 1 0 **23. Explain the role and impact   saving has on building wealth.**  Develop and implement sample   financial/budgeting plans.  4 3 2 1 0 **24**. **Define money, explain the role of**  **banks and contrasting them with**  **security exchanges.** Identify a security and how it might   fit in a financial system (e.g., a   stock, bond, …)  Define the role of financial   institutions (e.g., Federal Reserve,   banks, capital markets, etc.)  4 3 2 1 0 **25**. **Explain the role and utilization of**  **credit in a market economy.**  Give examples of different types of   credit.  Explain how credit systems operate   and function.  Identify potential costs and benefits   of using credit.  ***Explain how nations grow and***  ***prosper depending on many   factors, including resources,***  4 3 2 1 0 27. Prepare sales slips  4 3 2 1 0 28. Prepare invoices  4 3 2 1 0 29. Explain the nature of special  journals  4 3 2 1 0 30. Record transactions in special  journals  4 3 2 1 0 31. Explain the nature of accounts  payable  4 3 2 1 0 32. Maintain a vendor file  4 3 2 1 0 33. Analyze purchase transactions  4 3 2 1 0 34. Post to an accounts payable  subsidiary ledger  4 3 2 1 0 35. Prepare a credit memorandum  for returned goods  4 3 2 1 0 36. Process invoices for payment  4 3 2 1 0 37. Process accounts payable checks  4 3 2 1 0 38. Prepare an accounts payable  schedule  4 3 2 1 0 39. Explain the nature of accounts  receivable  4 3 2 1 0 40. Maintain a customer file for  accounts receivable  4 3 2 1 0 41. Analyze sales transactions  4 3 2 1 0 42. Post to an accounts receivable subsidiary ledger  4 3 2 1 0 43. Process sales orders and invoices  4 3 2 1 0 44. Process sales returns and allowances  4 3 2 1 0 45. Process customer payments  4 3 2 1 0 46. Prepare customer statements  4 3 2 1 0 47. Process uncollectible accounts  4 3 2 1 0 48. Prepare an accounts receivable  schedule  4 3 2 1 0 49. Determine uncollectible  accounts receivable  4 3 2 1 0 50. Record inventory usage  4 3 2 1 0 51. Process invoice of inventory  4 3 2 1 0 52. Process results of inventory  **12009 – BUSINESS COMMUNICATIONS**  **(.5 credit)**  **B Business Communications courses help students to develop an understanding and appreciation for effective communication in business situations and environments. Emphasis is placed on all phases of communication: speaking, listening, thinking, responding, reading, writing, communication non-verbally, and utilizing technology for communication. Business communication functions, processes, and applications in the context of business may be practiced through problem-based projects and real-world applications.**  4 3 2 1 0 1. Define, spell, pronounce, and  syllabicate frequently used and  business-related words  4 3 2 1 0 2. Apply rules for plurals,  possessives, prefixes, and  word endings.  4 3 2 1 0 3. Demonstrate proficiency in the  use of a dictionary  4 3 2 1 0 4. Demonstrate good sentence structure  4 3 2 1 0 5. Demonstrate proficiency in the  use of punctuation.  4 3 2 1 0 6. Demonstrate proficiency in using  reference materials  4 3 2 1 0 7. Demonstrate proficiency in using  software and hardware  instruction manuals  4 3 2 1 0 8. Use appropriate words, grammar,  sentence construction, and  punctuation in written  communications with customers,  coworkers, and supervisors  4 3 2 1 0 9. Interpret, analyze, and confirm  written instructions or procedure  4 3 2 1 0 10. Operate communications  equipment 4 3 2 1 0 43.Incorporate graphic  presentation of data in a  printed document  **12054 – BUSINESS LAW**  **(.5 credit) Technical-level course**  **This course identifies and promotes the skills needed in law and law associated professions. Topics include the origins, ethics, structures, and institutions of law. It concentrates on several types of law including criminal, civil, consumer, contract, property, agency, employment, family and environmental law. The intent of the class is to allow areas of concentration once all of the competencies are met.**  ***. The student will demonstrate his***  ***understanding of the sources of   law.***  4 3 2 1 0 1. Discuss the responsibility for   obeying the law.  4 3 2 1 0 2. Describe the role of ethics and   values in personal and legal   systems.  4 3 2 1 0 3. Compare various ethical systems,   and discuss how they may conflict.  ***The student will demonstrate his***  ***understanding of the structure   and processes in the U.S. legal   system.***  4 3 2 1 0 4. Discuss the Constitution and the  Bill of Rights  4 3 2 1 0 5. Discuss the structure of Federal,  State, and Municipal legal systems  4 3 2 1 0 6 . Understand the various processes,  procedures, and precedents of the  various courts.  ***The student will demonstrate the***  ***ability to identify and discuss***  ***Criminal law.***  ***ability to identify issues and   discuss Environmental law.*** 4 3 2 1 0 25. Demonstrate an understanding of  environmental regulation, energy  regulation and pollution controls.  4 3 2 1 0 26. Demonstrate an understanding of  the relationship between law and  the use of pollution taxes and  emissions credit trading.  4 3 2 1 0 27. Demonstrate an understanding of  environmental documents, laws,  rules etc. and analyze and interpret  complex events.  ***The student will demonstrate the***  ***ability to identify issues and   discuss Sole Proprietorship and***  ***Partnerships.*** 4 3 2 1 0 28. Outline the legal procedures for  forming and running a sole  proprietorship and partnership.  4 3 2 1 0 29. Identify how the partnerships may  be dissolved.  4 3 2 1 0 30. Distinguish and explain a limited  partnership from a general  partnership.  ***The student will demonstrate the***  ***ability to identify issues and   discuss C Corporations, S   Corporations and Limited   Liability Corporations****.*  4 3 2 1 0 31. Explain the steps in forming a  Corporation.  4 3 2 1 0 32. Identify rights and responsibilities  of board of directors, officers of a  corporation and shareholders.  4 3 2 1 0 33. Explain the advantages and  disadvantages of a corporation.  4 3 2 1 0 34. Distinguish and explain a limited   liability corporation from a C   corporation and S corporation.  4 3 2 1 0 35. Explain characteristics of  effective data-collection  instruments.  4 3 2 1 0 36. Explain techniques for  processing marketing information.  4 3 2 1 0 37. Explain the use of descriptive  statistics in marketing decision-  making.  4 3 2 1 0 38. Explain the concept of marketing strategies.  4 3 2 1 0 39. Explain the concept of market  and market identification.  4 3 2 1 0 40. Explain the nature and scope of the pricing function.  4 3 2 1 0 41. Describe the role of business ethics in pricing.  4 3 2 1 0 42. Explain the use of technology in the pricing function.  4 3 2 1 0 43. Explain legal considerations for  pricing.  4 3 2 1 0 44. Explain factors affecting pricing decisions.  4 3 2 1 0 45. Explain the nature and scope of the  product/service management function.  4 3 2 1 0 46. Identify the impact of product  life cycles on marketing decisions.  4 3 2 1 0 47. Describe the use of technology  in the product/service  management function.  4 3 2 1 0 48. Explain business ethics in  product/service management.  4 3 2 1 0 49. Describe the uses of grades and  standards in marketing.  4 3 2 1 0 50. Explain warranties and  guarantees.  4 3 2 1 0 51. Identify consumer protection  provisions of appropriate agencies.  different types and identify their  main features.  4 3 2 1 0 2. Explain the advantages and  disadvantages of each type of  organization identified.  4 3 2 1 0 3. Relate each type of ownership to the  degree of control.  4 3 2 1 0 4. Distinguish between organizations in  the private and public sectors.  4 3 2 1 0 5. Analyze the reasons for forming  global conglomerates and networks.  4 3 2 1 0 6. Analyze the role of subsidiaries, joint  ventures/strategic alliances  multinational companies and holding  companies.  4 3 2 1 0 7. Explain the importance of objectives  in managing an organization.  4 3 2 1 0 8. Use SWOT analysis to assess an  organization’s position, and to  define and refine its objectives.  4 3 2 1 0 9. Explain the interests of stakeholders  and the likelihood of conflict  between them.  4 3 2 1 0 10.Use PEST/STEP analysis to  investigate how external factors  impact on organizations.  **Accounting and Finance**  4 3 2 1 0 11.Assess the advantages and  disadvantages of each form of  finance and be able to comment on  the appropriateness of the sources  of finance in relation to the specific  needs of an organization.  4 3 2 1 0 12.Calculate and draw conclusions from  changes in gearing.  4 3 2 1 0 13.Calculate the payback period for an  investment.  4 3 2 1 0 14.Prepare a cash flow forecast from  given information.  4 3 2 1 0 15.Analyze the effects of changes in  Explain the concept of Gross   Domestic Product  Describe the economic impact of   inflation on business  Explain unemployment and inflation  tradeoffs.  Explain the economic impact of   interest-rate fluctuations.  Determine the impact of business   cycles on business activities.  ***Assume appropriate roles to   create, deliver, receive and   manage business communications  in the workplace.***  4 3 2 1 0 3**. 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.  4 3 2 1 0 4**. Assume the necessary role to   perform the responsibilities of**  **delivering and receiving 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.  Perform any required follow-up   actions (respond to questions,   document the communication   session, etc.).  Use appropriate visuals, media, body   **minimize negative workplace   interactions.**  Explain the nature of stress   management.  ***Direct and supervise personnel   to complete company goals and***  ***projects.***  4 3 2 1 0 11**.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  4 3 2 1 0 12 **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   ***within a specific market***  ***segment.***  4 3 2 1 0 20.**Develop and implement annual   performance-based operating**  **plans to manage long-range   company goals.**  Create annual, semi-annual and   quarterly 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.  4 3 2 1 0 21 **Develop for implementation a   business plan to meet market   demands/opportunities**  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  ***Evaluate employee performance to***  ***provide timely and appropriate   responses to personnel issues.***  4 3 2 1 0 22**.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.  Analyze performance reports for   their impact upon your responsibility  sets.  4 3 2 1 0 23 **Develop timely responses to**  4 3 2 1 0 29.**Recognize management's role to  understand its contribution to   business success.**  Explain the nature of managerial  ethics.  Describe factors that influence   management.  Explain management theories and   their applications.  4 3 2 1 0 30.**Utilize planning tools to guide   organization's/department's   activities.**  Explain the nature of business   plans.  Explain the nature of SWOTs.  Discuss the nature of sales   forecasts.  Explain external planning  considerations.  Evaluate business acquisition   options.  4 3 2 1 0 31**.Acquire foundational knowledge   of financial-information   management to understand its   scope and nature.**  Describe the need for financial   information  4 3 2 1 0 32.**Understand human resource   management models to   demonstrate knowledge of their   nature and scope.**  Explain human resource   management functions  ***Employ and manage techniques,   strategies, and systems used by   management to foster self-  understanding and enhance   business.***  4 3 2 1 0 33**.Demonstrate managerial and   business ethics.**  Discuss ethics, responsibility,   honesty, integrity, and work habits.  4 3 2 1 0 34**.Manage internal and external   inter-cultural business   relationships.**  Exhibit cultural sensitivity.  Implement teamwork techniques to   Determine services to provide   customers.  Explain the role of customer service   in positioning/image.  Analyze factors that contribute to   business success.  Develop strategies to position   product/business.  4 3 2 1 0 41**Understand promotional channels  used to communicate with targeted   audiences.**  Explain types of advertising media.  Explain the nature of direct   marketing channels.  Identify communications channels   used in sales promotion.  Explain communications channels   used in public-relations activities.  4 3 2 1 0 42**Employ marketing mix strategies   to meet customer expectations,   assuring business exchanges.**  Explain the concept and elements of   the marketing mix.  Explain the factors used to position   products/services.  Explain the nature and importance of  branding.  4 3 2 1 0 43**Employ sales processes and   techniques to enhance customer   relationships and to increase the   likelihood of making sales.**  Establish relationship with   client/customer.  Determine customer/client needs.  Recommend specific product.  Calculate miscellaneous charges to   complete the exchange. | **CCTC GENERAL MANAGEMENT CAREER PATHWAY** (To be taught throughout the pathway)  4 3 2 1 0 1. Describe and follow laws and   regulations affecting business   operations and transactions.  4 3 2 1 0 2. Access, evaluate and disseminate  information for business decision  making.  4 3 2 1 0 3. Apply economic concepts  fundamental to global business  operations.  4 3 2 1 0 4. Employ and manage techniques,  strategies and systems to enhance  business relationships.  4 3 2 1 0 5. Plan, monitor, manage and  maintain the use of financial  resources to ensure a business’s  financial well-being.  4 3 2 1 0 6. Plan, monitor and manage day-to-  day business activities to sustain   continued business functioning.  4 3 2 1 0 7.Plan, organize and manage an   organization/department to achieve  business goals.  4 3 2 1 0 8.Create strategic plans used to   manage business growth, profit   and goals.  **information.**  Participate in group discussions.  Demonstrate open listening when  cultivating relationships.  Share thoughts respectfully while   being direct.  4 3 2 1 0 8. **Compose internal and external**  **multi-paragraph documents   clearly, succinctly, and accurately**  **to convey and obtain information.**  Prepare simple written   correspondence   (cover letters, memorandums,  resumes).  Identify the elements of effective   written communications.  Use appropriate etiquette in written   communications.  Write analytical reports (i.e., reports   that examine a problem/issue and   recommend an action.)  Write research reports. ***Develop and deliver formal and   informal presentations using   appropriate media to engage and   inform audiences.***  4 3 2 1 0 9. **Prepare oral presentations to   provide information for specific   purposes and audiences.**  Organize information effectively.  Select and use appropriate graphic  aids.  Make oral presentations.  ***Describe business’s responsibility***  ***to know and abide by laws and***  ***regulations that affect business***  ***operations****.*  4 3 2 1 0 10. **Describe the nature of legally**  **binding business contracts.**  Identify the basic torts relating to   business enterprises.  Describe the nature of legally   binding contracts.  Understand the civil foundations of  4 3 2 1 0 17. **Analyze entrepreneur careers to determine careers of interest.**  Discuss entrepreneurial discovery processes.  Describe entrepreneurial planning considerations.  Explain the need for entrepreneurial discovery.  Assess global trends and  opportunities for business ventures.  4 3 2 1 0 18. **Compare individual’s abilities,**  **interests, and attitudes with those   associated with entrepreneurial   success to determine the match   between the two.**  Analyze desired lifestyle associated   with entrepreneurship.  Discern between desired benefits   and those associated with   entrepreneurship.  Research current business issues   and entrepreneurs (e.g., Donald   Trump, Martha Stewart, Mark   Zuckerberg, Magic Johnson, etc.)  Contrast personal characteristics   with those associated with   entrepreneurial success.  Examine similarities and   differences between personal   educational goals and educational   requirements for entrepreneurship.  **FINANCIAL ANALYSIS:   *Understand how to maintain,   monitor, plan, and control the   use of financial resources to   protect an entrepreneur and   business’s fiscal well-being.***  4 3 2 1 0 19. **Analyze how proper**  **management of personal finance**  Identify elements of the marketing  mix.  **EMPLOYABILITY AND   CAREER DEVELOPMENT:   *Know and understand the   importance of employability   skills. Explore, plan, and   effectively manage careers.   Know and understand the  importance of entrepreneurship  skills. Explore, obtain, and   develop strategies for ensuring a  successful business career.***  4 3 2 1 0 26. **Develop personal traits and**  **behaviors to foster career   advancement.**  Discuss appropriate personal   appearance.  Explain the importance of   having a vision through   properly setting personal   short, mid and long-term   goals.  Conduct mock interviews   using local business   representatives as   interviewers.  Use time-management skills.  4 3 2 1 0 27. **Identify the impact business has  on local communities**.  Invite guest speakers from   represented modules (e.g.,   accountant, banker, marketer, etc.)   to speak with students.  Tour a large business in the local   community.  Tour a small business in the local   community. 4 3 2 1 0 28. **List the standards and**  **qualifications that must be met in**  impact global business relations.  Describe the impact of electronic   communication tools on global   business activities.  Discuss the potential impact of   emerging economies on business   activities.  4 3 2 1 0 **7**. **Use economic indicators to detect**  **economic trends and conditions.**  Describe the concept of price   stability as an economic measure.  Discuss the measure of consumer   spending as an economic indicator.  Determine the impact of business   cycles on business activities.  ***Use oral and written   communication skills in creating,   expressing and interpreting   information and ideas including   technical terminology and   information****.*  ***Obtain and convey ideas and***  ***information to impact business***  ***decisions and report on***  ***organizational activities.***  4 3 2 1 0 **8** . **Demonstrate use of content,**  **technical concepts and vocabulary**  **when analyzing information and**  **following directions.**  Explore and prepare written   professional documents (e.g.   business memorandums, financial   statements, production reports, etc.)  4 3 2 1 0  **9**. **Employ verbal skills when   obtaining and conveying   information.**  Explain managerial techniques in   communicating with various   personnel.  Describe methods to effectively   verbally communicate as a manager  within various environments. 4 3 2 1 0 **20**. **Manage business risks to protect a**  **business's financial well-being.**  Identify, assess and evaluate a   business’s risks.  ***Assess and implement safety,   health, and environmental   controls to enhance business   productivity.***  4 3 2 1 0 **21**. **Assess needed safety**  **policies/procedures to ensure**  **protection of employees.**  Identify potential safety issues.  Establish safety policies and   procedures.  ***Employ leadership skills to***  ***accomplish organizational goals   and objectives.***  4 3 2 1 0 **22**. **Analyze and exhibit leadership   traits and their various roles   within organizations (e.g.   contribute ideas; share in building   an organization; act**  **as role models to employees by**  **adhering to company policies,**  **procedures, and standards;   promote the organization’s vision;   and mentor others).**  Illustrate the difference between   leading and managing.  4 3 2 1 0 **23**. **Consider issues related to self,   team, community, diversity,   environment, and global   awareness when leading others.**  Explain the importance on why   managers need to build strong   relationships within the business   environment (i.e. employees,   vendors, investors, consumers, etc.)  ***Employ and explore   organizational and staff***  Describe the nature of business   records.  Maintain customer records.  4 3 2 1 0 **32**. **Acquire information to guide**  **business decision-making**.  Describe current business trends.  Monitor internal records for business   information.  Conduct an environmental scan to   obtain business information.  Interpret statistical findings.  4 3 2 1 0 **33**. **Manage financial resources to**  **maintain business solvency.**  Describe the nature of budgets.  Explain the nature of operating   budgets.  Describe the nature of cost/benefit   analysis.  Determine relationships among total   revenue, marginal revenue, output,   and profit.  Develop company’s/department’s   budget.  Forecast sales.  Calculate financial ratios.  Interpret financial statements.  ***Employ and explore tools and***  ***strategies to influence, plan,   control, and organize an***  ***organization/department.***  4 3 2 1 0 **34**.**Explain the role that business**  **management has in contributing   to business success.**  Explain the concept of management.  Explain the nature of managerial   ethics.  ***Plan, monitor, and control day-to-***  ***day business functions to ensure***  ***continued business operations.***  4 3 2 1 0 **35**. **Manage purchasing activities to**  **obtain the best service/product at   the least cost.**  Discuss the importance of   maintaining vendor/supplier   relationships.  Negotiate terms with vendors.  Simulate techniques in establishing   Explain the concept of opportunity   costs.  4 3 2 1 0 **4**. **Explain and describe cost/benefit**  **analysis as it explains cost-profit**  **relationships.**  Describe cost/benefit analysis.  Analyze the impact of   specialization/division of labor on   productivity.  Explain the concept of organized   labor and business.  Explain the law of diminishing   returns.  Describe the concept of economies of   scale.  4 3 2 1 0 **5.** **Explain and demonstrate the**  **nature of effective**  **communications.**  Apply effective listening skills.  Explain the nature of effective verbal   communications.  Make oral presentations.  Prepare simple written reports   (e.g. cover letters, memorandums,   resumes)  Use appropriate etiquette in written   communications.  Use proper grammar and   vocabulary.  4 3 2 1 0 **6. Describe methods in dealing**  **with conflict as it relates with**  **entrepreneurship/small   business ownership.**  Explain negotiation skills.  Describe techniques and   importance of handling difficult   customers/clients.  ***Describe an entrepreneur’s   responsibility to know and abide   by laws and regulations that affect  all individuals involved in the   business operations.***  to define venture idea.  4 3 2 1 0 **17**. **Explain proper methods in**  **assessing and calculating risk in**  **developing a business venture.**  Select an existing business and   identify its initial business risks.  Using financial and economic tools   (e.g., Break-even, ROI, cost-benefit   analysis, etc.) determine a venture’s  risk threshold (i.e., investing in a   new business versus an established   franchise)  Explain the complexity of business   operations.  Explain the need for business   systems and procedures.  Explain methods/processes for   organizing work flow.  Identify processes for ongoing   opportunity recognition.  Understand the need for changes in   a business environment.  4 3 2 1 0 **18**. **Describe the need for**  **continuation planning as it relates**  **with entrepreneurship/small**  **business ownership.**  Describe methods of venture   harvesting.  Evaluate options for continued   venture involvement.  Develop exit strategies.  4 3 2 1 0 **19**. **The student demonstrates an**  **understanding of information**  **management concepts and   how they support effective   business operations.**  Explain the role of and   justification for information   management.  Describe the nature of business   records.  Explain the business and legal  ***entrepreneurship/small business   ownership.***  4 3 2 1 0 **27**. **Develop organizational skills to**  **improve efficiency.**  Apply time management principles.  Develop a project plan.  Describe the way technology   affects operations management.  4 3 2 1 0 **28**. **Identify and explain expense**  **control strategies to enhance the**  **financial well-being of a business.**  Explain the nature of   overhead/operating costs.  Define expense control plans.  4 3 2 1 0 **29. Give explanation on how**  **entrepreneurs incorporate**  **accounting in making business**  **decisions.**  Explain accounting standards   (GAAP)  Prepare estimated/projected income   statement.  Estimate cash-flow needs.  Prepare estimated/projected   balance sheet.  Calculate financial ratios.  4 3 2 1 0 **30**. **Understand the need for proper**  **financial and money   management as it relates to an**  **entrepreneur/small business   owner.**  Explain the purposes and   importance of obtaining business   credit.  Describe use of credit bureaus.  Explain the nature of   overhead/operating expenses.  Determine financing needed to start   a business.  Determine risks associated with   **related goods).**  Illustrate demand curves that   conform to the law of demand   and explain the inverse   relationship between the price   and quantity demanded.  4 3 2 1 0 **10.Define the role of price in**  **influencing the quantity supplied.**  Explain how the supply curves that   conform to the law of supply and   explain the positive relationship   between the price and quantity   supplied.  4 3 2 1 0 **11**.**Demonstrate an understanding of   how markets can be effective in**  **allocating scarcity.**  Depict both demand and supply   curves to convey equilibrium.  4 3 2 1 0 **12.Illustrate and explain the pressures   on a market price to increase or   decrease.**  Explain the direction of expected   price changes as the result of a   surplus or shortage.  4 3 2 1 0 **13**.**Explain the role markets play in**  **continuing to respond in a   dynamic economy.** Correctly shift the demand curve in   response to a change in a non-price   determinant of demand (e.g., tastes   and preferences, income, prices of   related goods, number of consumers.)  4 3 2 1 0 **14**.**Change non-price determinants of**  **supply to illustrate shifts in a   supply curve.** Correctly shift a supply curve in   response to a change in a non-price   determinant of supply (e.g., costs,   technology, taxes, number of   producers).  ***technology, and consumers.***  4 3 2 1 0 **26. Define Gross Domestic Product**  **(GDP)**  Understand the market value of an   economy’s output produced in a   year.  4 3 2 1 0 **27. Define inflation.**  Explain a sustained rise in the   general level of prices.  4 3 2 1 0 **28. Define Unemployment**  4 3 2 1 0 **29. Explain the role and function of**  **public finance.**  Explain how government budgets   include selling government   securities to finance a deficit and the  resulting impact on debt such as the   national debt of the United States.  ***Explore, obtain, and develop***  ***strategies for ensuring a successful***  ***career.***  4 3 2 1 0 **30**. **Incorporate economic decision   skills in identifying a career path.**  Using economic decision tools,   identify potential careers that will be   in high demand, and relatively low   supply, over the next ten years;   evaluate the direction of change in   these wage rates.  **12104 – ACCOUNTING (1 credit) Technical**  **Accounting courses introduce and expand upon the fundamental accounting principles and procedures used in businesses. Course content typically includes the full accounting cycle, payroll, taxes, debts, depreciation, ledger and journal techniques, and periodic adjustments. Students may learn how to apply standard auditing principles and to prepare budgets and final reports. Calculators, electronic spreadsheets, or other automated tools are usually used. Advanced topics may include elementary principles of partnership and corporate accounting and the managerial uses of control systems and the accounting process.**  4 3 2 1 0 53. Process inventory adjustments  4 3 2 1 0 54. Determine the cost of inventory  4 3 2 1 0 55. Calculate time cards  4 3 2 1 0 56. Maintain employee earnings  records  4 3 2 1 0 57. Calculate employee earnings -  e.g. gross earnings - net pay  4 3 2 1 0 58. Calculate employee-paid  withholdings  4 3 2 1 0 59. Prepare a payroll register  4 3 2 1 0 60. Record the payroll in the general journal  4 3 2 1 0 61. Complete payroll tax expense  forms  4 3 2 1 0 62. Prepare federal-state-and local payroll tax reports  **(Divide competencies here if teaching as two .5 credit Accounting courses.)**  4 3 2 1 0 63. Analyze a partnership agreement  4 3 2 1 0 64. Allocate profits and losses to the partners  4 3 2 1 0 65. Prepare a statement of partners'  equities  4 3 2 1 0 66. Prepare a balance sheet for a  partnership  4 3 2 1 0 67. Explain the nature of special  journals  4 3 2 1 0 68. Record transactions in special  journals  4 3 2 1 0 69. Explain the nature of accounts  payable  4 3 2 1 0 70. Maintain a vendor file  4 3 2 1 0 71. Analyze purchase transactions  4 3 2 1 0 72. Post to an accounts payable  subsidiary ledger  4 3 2 1 0 73. Prepare a credit memorandum  for returned goods    4 3 2 1 0 11. Compose and key error-free  electronic mail messages  4 3 2 1 0 12. Use dictionary and/or other  reference materials to produce  error-free documents  4 3 2 1 0 13.Demonstrate proper error  correction techniques  4 3 2 1 0 14.Write a letter requesting  admission and scholarship  information  4 3 2 1 0 15. Request a room reservation or  reply to such a request  4 3 2 1 0 16 Ask for material to be sent or  grant or deny such a request  4 3 2 1 0 17. Ask for credit, grant it, or deny it  4 3 2 1 0 18 Request a speaker for a  convention or meeting  4 3 2 1 0 19. Sell a service/product through  the mail  4 3 2 1 0 20. Write or answer a letter of  complaint  4 3 2 1 0 21. Prepare interoffice memorandums  4 3 2 1 0 22. Identify the communications  needs of various types of  businesses such as retailing,  manufacturing, financial,  service, government,  wholesaling, and distribution  4 3 2 1 0 23. Use appropriate technologies to  create identified business  correspondence  4 3 2 1 0 24. Key documents from longhand  or edited rough draft  4 3 2 1 0 25. Proofread documents  4 3 2 1 0 26. Meet the standard of mailability  for all production work  4 3 2 1 0 27. Prepare and deliver an oral  Presentation  4 3 2 1 0 28. Practice customer contact skills  4 3 2 1 0 29. Interpret, analyze, and confirm  4 3 2 1 0 7. Recognize the differences between  various levels of crime (i.e.  felonies, misdemeanors,  infractions)  4 3 2 1 0 8. Identify and recognize potential  defense strategies (i.e. insanity,  self-defense etc.)  ***The student will demonstrate the***  ***ability to identify issues and***  ***discuss Civil law.***  4 3 2 1 0 9 . Discuss and classify different  types of tort claims.  4 3 2 1 0 10. Discuss the challenges faced and  remedies of tort cases  ***The student will demonstrate the***  ***ability to identify issues and***  ***discuss Contract law.***  4 3 2 1 0 11. Demonstrate an understanding of  the nature of contractual  relationships, and a list of  elements required in a valid  contract.  4 3 2 1 0 12. Demonstrate an understanding of  the variety of different types of  contracts.  4 3 2 1 0 13. Explain a minor's right to avoid a  contract and identify people who  lack contractual capacity.  4 3 2 1 0 14. Discuss the several ways contracts  may be invalidated or violated.  ***The student will demonstrate the***  ***ability to identify issues and***  ***discuss Property law.***  4 3 2 1 0 15. Recognize and discuss the various  types of property cases (i.e. real,  personal, intellectual)  ***The student will demonstrate the***  ***ability to identify issues and***  ***discuss Consumer law.***  4 3 2 1 0 16. Demonstrate an understanding of  ***The student will demonstrate the ability to identify issues and discuss Bankruptcy.***  4 3 2 1 0 35. Describe and discuss the various  aspects of bankruptcy (i.e., Chapter  7, Chapter 11 and Chapter 13).  **12164 – PRINCIPLES OF MARKETING**  **(1 credit)**  4 3 2 1 0 1. Analyze company resources to  ascertain policies and procedures.  4 3 2 1 0 2. Write business letters.  4 3 2 1 0 3. Write information messages.  4 3 2 1 0 4. Write inquiries.  4 3 2 1 0 5. Demonstrate a customer-service  mindset.  4 3 2 1 0 6. Reinforce service orientation through  communication.  4 3 2 1 0 7. Respond to customer inquiries.  4 3 2 1 0 8. Adapt communication to the cultural  and social differences among clients.  4 3 2 1 0 9. Interpret business policies to  customers/clients.  4 3 2 1 0 10. Handle difficult customers.  4 3 2 1 0 11. Handle customer/client complaints.  4 3 2 1 0 12. Identify company’s brand  promise.  4 3 2 1 0 13. Determine ways of reinforcing  the company’s image through  employee performance.  4 3 2 1 0 14. Explain marketing and its  importance in a global economy.  4 3 2 1 0 15. Describe marketing functions and  related activities.  4 3 2 1 0 16. Explain employment opportunities  in marketing.  4 3 2 1 0 17. Explain the nature and scope of  channel management.  4 3 2 1 0 18. Explain the relationship between  customer service and channel  management.  4 3 2 1 0 19. Explain the nature of channels of  4 3 2 1 0 52. Explain the concept of product  mix.  4 3 2 1 0 53. Describe factors used by  marketers to position  products/services.  4 3 2 1 0 54. Explain the nature of  product/service branding.  4 3 2 1 0 55. Explain the nature of corporate  branding.  4 3 2 1 0 56. Explain the role of promotion as a marketing function.  4 3 2 1 0 57. Explain the types of promotion.  4 3 2 1 0 58. Identify the elements of the  promotional mix.  4 3 2 1 0 59. Describe the use of business  ethics in promotion.  4 3 2 1 0 60. Describe the use of technology  in the promotion function.  4 3 2 1 0 61. Describe the regulation of  promotion.  4 3 2 1 0 62. Explain types of advertising  media  4 3 2 1 0 63. Describe word of mouth channels used to communicate with targeted audiences  4 3 2 1 0 64. Explain the nature of direct  marketing channels  4 3 2 1 0 65. Identify communications channels used in sales promotion  4 3 2 1 0 66. Explain communications  channels used in public-relations   activities  4 3 2 1 0 67. Explain the nature and scope of the selling function  4 3 2 1 0 68. Explain the role of customer  service as a component of selling  relationships  4 3 2 1 0 69. Explain key factors in building a  price or cost on the break-even  quantity, profit, and margin of safety,  using graphical and quantitative  methods.  4 3 2 1 0 16.Construct and amend accounts from  information given.  4 3 2 1 0 17.Calculate and use ratios to interpret  financial statements.  **Academic-Language Arts**  4 3 2 1 0 18.Organizes business correspondence,  instructions, descriptions,  summarizes and reports in a logical  and effective sequence to meet the  readers’ informational needs.  4 3 2 1 0 19. Writes with an awareness of  purpose and audience (e.g. letters,  complex reports, directions,  graphics, brochures, electronic  presentations, newsletters, memos,  job searches, fliers, e-mails, Web  pages, pictorials).  4 3 2 1 0 20. Determines meaning of marketing  words or phrases using context  clues.  4 3 2 1 0 21. Uses paraphrasing and  organizational skills to summarize  information.  **Academic-Math**  4 3 2 1 0 22. Solves multi-step real-world  problems with real numbers using  computational procedures.  **Academic-Science and Technology**  4 3 2 1 0 23. Explain how the advancement of  technology enhanced the way  telecommunications have affected  our lives.  **Career Development Skills**  4 3 2 1 0 24. Participate in group discussions.  4 3 2 1 0 25. Make oral presentations.  4 3 2 1 0 26. Prepare simple written reports.  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.)  4 3 2 1 0 5. **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. 4 3 2 1 0 6. **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.)  strategies for promoting workplace   harmony and company productivity.  4 3 2 1 0 **13 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.)  ***Evaluate opportunities to   determine potential company   changes and implement strategies   for catalyzing and guiding   changes.***  4 3 2 1 0 **14 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.  Evaluate actions to be taken and   make decision to proceed or   abandon idea.  4 3 2 1 0 **15 Implement the improvement   process to guide the change.**  Document and evaluate input and   outcomes throughout the process  Roll out full-scale implementation  **employee performance   evaluations.**  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.  ***Organize the various business   services to address all company   components.***  4 3 2 1 0 24 **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.  4 3 2 1 0 25**. 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.  accomplish goals.  Explain the impact of business   customs and practices on global   trade.  4 3 2 1 0 35. **Develop personal traits and   behaviors to foster career   advancement**  Identify desirable personality traits   important to business  Exhibit a positive attitude  Exhibit self-confidence  Demonstrate interest and   enthusiasm  Demonstrate initiative  Foster positive working   relationships  Participate as a team member  Explain the nature of effective   communications  ***Entrepreneurship: Develop   personal traits and behaviors to   foster career advancement.***  4 3 2 1 0 36. **Develop concept for new business   venture to evaluate its success   potential.**  Describe entrepreneurial planning   considerations.  Explain tools used by entrepreneurs  for venture planning.  Assess start-up requirements and   other financial risks associated with   venture.  Use components of business plan to   define venture ideas.  4 3 2 1 0 37**. Determine needed resources for a  new business venture to   contribute to its start-up   viability.**  Describe process used to acquire   financial resources for venture   creation/start-up. |