

Name _____ ID _____

Instructor _____ School Year _____

Enrollment Date _____ Completion Date _____ Credits Completed _____
 ___/___/___ ___/___/___

I certify that the student received the training in the area indicated.

Student Signature : _____ Date _____

Instructor Signature: _____ Date _____

RATING SCALE:3: Skilled, works independently; 2: Competent, may need assistance; 1: Received instruction, skill undeveloped; 0: No exposure, instruction or training Measured Competencies listed should be seen as minimums (you can add)

Application-level course for Business Management and Administration, Hospitality and Tourism, Career Clusters (Funded)

In this capstone course, Applied Business Development students will practice skills of planning, organizing, directing and controlling functions of operating a business while assuming the responsibilities and risks involved. Students will develop skills in enterprise development, market analysis and financial preparation. These courses includes classroom activities as well as involving further study of the field and discussion regarding real-world experiences and applications that students encounter in owning and managing a business.

Topic		1	Academic Foundations	Achieve additional academic knowledge and skills required to pursue the full range of career and postsecondary education opportunities within a career cluster.				
Benchmark	1.01	Understand consumer buying habits when faced with scarce resources and unlimited wants.						
		<i>Competencies</i>		<i>Sample Indicators</i>				
	01.01.01	Apply principled economics and marketing to optimizing business value and customer satisfaction.		Identify the effects of the economy on selected industry to plan products and services.	3	2	1	0
				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.				
	01.01.02	Use economic indicators to detect economic trends and conditions.		Describe the functions of prices in markets				
				Describe the concept of price stability as an economic measure	3	2	1	0
				Discuss the measure of consumer spending as an economic indicator				
				Discuss the impact of a nation's unemployment rates				
				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				

Topic		2 Communications		Use oral and written communication skills in creating, expressing and interpreting information and ideas including technical terminology and information.				
Benchmark		2.02 Assume appropriate roles to create, deliver, receive and manage business communications in the workplace.						
		Competencies		Sample Indicators				
	02.02.01	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.	3	2	1	0
				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.				
	02.02.02	Assume the necessary role to perform the responsibilities of delivering and receiving a message.		Adopt the appropriate communicator role (trainer, presenter, counselor, etc.)	3	2	1	0
				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 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.)				
	02.02.03	Manage the broad scope of business communications to process, document, and store information efficiently and appropriately.		Develop and implement documentation processes and procedures.	3	2	1	0
				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.								
02.02.04	Prepare appropriate materials to reply to inquiries that required a considered response.		Understand and communicate the purpose of the reply.	3	2	1	0	
			Use the appropriate grammar, tone, style. Perform any other required activities (amend the file record, interact with legal, etc.)					

Topic		3 Emotional Intelligence & Leadership		Supervising/ Directing and Motivating/ Leading				
Benchmark		3.01		Motivate and supervise personnel to achieve completion of projects and company goals.				
		Competencies		Sample Indicators				
	03.01.01	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.	3	2	1	0	
			Motivate and lead employees toward innovative ideas and/or critical thinking ability.					
			Motivate and lead employees toward continuous learning and/or professional development.					
	03.01.02	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).	3	2	1	0	
			Motivate and lead employees toward macro- and micro-economic change (change in the community, industry, internal and external operations).					
	03.01.03	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.	3	2	1	0	
			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.						
03.01.04	Manage stressful situations to minimize negative workplace interactions	Explain the nature of stress management	3	2	1	0		
Benchmark		3.02		Direct and supervise personnel to complete company goals and projects.				
		Competencies		Sample Indicators				
	03.02.01	Exhibit the actions and behaviors most effective for supervising and directing the financial resources.	Demonstrate the ability to supervise and direct assets and liabilities.	3	2	1	0	
			Identify changes between assets and liabilities that impact the company's equity.					
	03.02.02	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.	3	2	1	0	
			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 strategies for promoting workplace harmony and company productivity.						
03.02.03	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.	3	2	1	0		
		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.)						

	03.02.04	Exhibit the actions and behaviors most effective to supervise and direct the business resources.	Supervise and direct IT resources.	3	2	1	0
			Supervise and direct R and D resources.				
			Supervise and direct contractual obligations.				
			Supervise and direct facilities, equipment, and supply chains.				
			Supervise and direct company products and/or services.				
			Supervise and direct company inventory and/or intellectual property.				
			Manage and/or positively impact the company's goodwill.				
			Manage and/or positively impact the company's image.				

Benchmark 3.03 Develop and implement plans and standard operating procedures to assure maintenance of facilities, equipment and supplies.

		<i>Competencies</i>	<i>Sample Indicators</i>				
	03.03.01	Describe the types and requirements of all company facilities, equipment and supply chains to manage physical properties of company structure.	Describe the history of all company facilities, equipment and supply chains.	3	2	1	0
			Identify and maintain records of the physical layout of company facilities.				
			Identify and maintain records of all company workstations and spaces including equipment.				
			Identify and maintain records of facility safety, security, and emergency management requirements. (This includes healthy workplace environment requirements, facility housekeeping and sanitation requirements, etc.)				
			Identify and maintain records of HVAC, utility, other building systems and physical plant requirements. Include external facilities such as parking lots, rights-of-way, sidewalks, lighting and groundskeeping.				
	03.03.01	Manage the present day-to-day operations and maintenance of all company facilities, equipment and supply chains to assure physical integrity of all systems.	Prepare operations and maintenance plans for the physical layout of all company facilities including workstations, safety and security, housekeeping and sanitation, IT infrastructure, utility systems, and external facilities.	3	2	1	0
			Prepare operations and maintenance plans for all equipment. Prepare a management plan for the day-to-day operations and maintenance of all company supply chains.				
03.03.01	Determine adjustments needed and plan for future growth in facilities, equipment and supply chains to enable profitable operation and growth.	Analyze growth projections and determine the impact of future growth on the facilities, equipment and supply chain.	3	2	1	0	
		Analyze growth projections and determine the impact of future growth on the company profit margin. Prepare technical and cost management plans for the physical facilities, acquisition of new equipment, and an alternative, best-value supply chain. Develop a plan for managing the budget for facilities, equipment and supply chain, including lease versus purchase, purchase versus repair. Explain how you would make economic price adjustments to stay within the company profit margin and continue to manage facilities, equipment and supply chains.					

Benchmark 3.04 Evaluate opportunities to determine potential company changes and implement strategies for catalyzing and guiding changes.

		<i>Competencies</i>	<i>Sample Indicators</i>				
	03.04.01	Evaluate opportunities to determine potential company changes.	Identify performance standards within the company that impact bottom line and/or drive the need for change.	3	2	1	0
			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.				

	03.04.02	Implement the improvement process to guide the change.	Document and evaluate input and outcomes throughout the process.	3	2	1	0
			Roll out full-scale implementation of the change.				
			Evaluate the improvement process (cost/benefit analysis, impact analysis, etc.).				
Benchmark	3.05	Demonstrate and experience the value and role of marketplace competition					
		<i>Competencies</i>	<i>Sample Indicators</i>				
	03.05.01	Dramatize/Explain ways marketplace competition could both be beneficial and harmful to a(n) business/organization.	Participate in performance based competitive event	3	2	1	0
			Participate in a business plan competition				
			Explain and identify the market-based competitions within the desired business field.				
Topic	4	Ethics and Legal Responsibilities		Know and understand the importance of professional ethics and legal responsibilities.			
Benchmark	4.01	Understand ethical and legal responsibilities to maintain high quality standards in product and service industries.					
		<i>Competencies</i>	<i>Sample Indicators</i>				
	04.01.01	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.	3	2	1	0
			Identify sources of assistance to utilize in emergency situations for self, co-workers and customers/guests.				
	04.01.02	Establish procedures that educate customers about identified safety and security issues.	Disseminate information to customers addressing potential safety hazards and security issues.	3	2	1	0
	04.01.03	Apply knowledge of business ownership to establish and continue business operations	Select form of business ownership	3	2	1	0

Topic		5 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.							
Benchmark		5.01	Develop and implement short and long-term strategic plans to manage growth, profit and goals within a specific market segment.								
		<i>Competencies</i>		<i>Sample Indicators</i>							
	5.01.01	Develop and implement annual performance-based operating plans to manage long-range company goals.		Create annual, semi-annual and quarterly operating plans.				3	2	1	0
				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.							
	5.01.02	Develop for implementation a business plan to meet market demands/opportunities.		Develop and implement financial/budgeting plans.				3	2	1	0
				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.							
Benchmark		5.02	Evaluate employee performance to provide timely and appropriate responses to personnel issues.								
		<i>Competencies</i>		<i>Sample Indicators</i>							
	5.02.01	Apply performance standards to evaluate employees.		Identify and communicate performance standards.				3	2	1	0
				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.							
	5.02.02	Develop timely responses to employee performance evaluations.		Provide feedback response on employee's performance.				3	2	1	0
				Implement performance improvement plans.							
				Amend employee work plans to account for performance evaluation results.							
				Provide strategies for rewarding employee performance.							
Benchmark		5.03	Organize the various business services to address all company components.								
		<i>Competencies</i>		<i>Sample Indicators</i>							
	5.03.01	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.				3	2	1	0
				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.							
	5.03.02	Develop policies and procedures to provide support for the organization.		Review current policies and procedures.				3	2	1	0
				Identify areas where policies and procedures must be added or revised.							
				Develop a company policy and procedures manual.							

	5.03.03	Organize business components to assure quality products/services are delivered on time.	Organize data/information/research.	3	2	1	0
			Organize people (human resources).				
			Organize all other resources.				
			Organize activities to meet time lines.				
			Organize production or delivery of products/services.				

5.04 Understand the importance and applications of various types of management

		<i>Competencies</i>	<i>Sample Indicators</i>				
	5.04.01	Utilize project-management skills to improve work-flow and minimize costs	Explain the nature of project management	3	2	1	0
			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				
	5.04.02	Understand the role and function of quality management to obtain a foundational knowledge of its nature and scope.	Explain the nature of quality management	3	2	1	0
			Discuss the need for continuous improvement of the quality process				
	5.04.03	Recognize management's role to understand its contribution to business success	Explain the nature of managerial ethics	3	2	1	0
			Describe factors that influence management				
			Explain management theories and their applications				
	5.04.04	Utilize planning tools to guide organization's/department's activities	Explain the nature of business plans	3	2	1	0
			Explain the nature of SWOTs				
			Discuss the nature of sales forecasts				
			Explain external planning considerations				
			Evaluate business acquisition options				
	5.04.05	Acquire foundational knowledge of financial-information management to understand its scope and nature	Describe the need for financial information	3	2	1	0
	5.04.06	Understand human resource management models to demonstrate knowledge of their nature and scope.	Explain human resource management functions	3	2	1	0

Pathway Topic 6 Emotional Intelligence

Benchmark 6.01 Employ and manage techniques, strategies, and systems used by management to foster self-understanding and enhance business

		<i>Competencies</i>	<i>Sample Indicators</i>				
	6.01.01	Demonstrate managerial and business ethics	Discuss ethics, responsibility, honesty, integrity, and work habits	3	2	1	0
	6.01.02	Manage internal and external inter-cultural business relationships.	Exhibit cultural sensitivity	3	2	1	0
			Implement teamwork techniques to accomplish goals				
			Explain the impact of business customs and practices on global trade				
	6.01.03	Develop personal traits and behaviors to foster career advancement.	Identify desirable personality traits important to business	3	2	1	0
			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				

Topic 7 Entrepreneurship							
Benchmark 7.01 Develop personal traits and behaviors to foster career advancement.							
		Competencies	Sample Indicators				
	7.01.01	Develop concept for new business venture to evaluate its success potential.	Describe entrepreneurial planning considerations	3	2	1	0
			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				
7.01.02	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	3	2	1	0	
Topic 8 Financial Analysis							
Benchmark 8.01 Maintain, monitor, plan, and control the use of financial resources to protect an entrepreneur and business's financial well-being.							
		Competencies	Sample Indicators				
	08.01.01	Identify potential business threats and opportunities to protect a business's financial well-being	Identify speculative business risks	3	2	1	0
			Explain the nature of risk management				
			Identify a business's risks				
			Explain the time value of money				
			Explain the purposes and importance of credit				
	08.01.02	Implement accounting procedures to track money flow and to determine financial status through proper financial statement reporting	Describe the nature of budgets	3	2	1	0
			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					

Topic		9 Marketing & Selling					
Benchmark		9.01 Manage marketing activities to facilitate business development and growth.					
		Competencies		Sample Indicators			
	09.01.01	Acquire foundational knowledge of customer/client/business behaviors to understand what motivates decision-making	Explain customer/client/business buying behavior	3	2	1	0
			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.				
	09.01.03	Understand promotional channels used to communicate with targeted audiences	Explain types of advertising media	3	2	1	0
			Explain the nature of direct marketing channels				
			Identify communications channels used in sales promotion				
			Explain communications channels used in public-relations activities				
	09.01.04	Employ marketing mix strategies to meet customer expectations, assuring business exchanges	Explain the concept and elements of the marketing mix	3	2	1	0
			Explain the factors used to position products/services				
			Explain the nature and importance of branding				
	09.01.05	Employ sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales	Establish relationship with client/customer	3	2	1	0
			Determine customer/client needs				
		Recommend specific product					
		Calculate miscellaneous charges to complete the exchange					