All Aspects

Of An Industry

kansas career & technical education
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All Aspects of An Industry was first mentioned in federal legislation as part of the Carl D. Perkins Vocational and Applied Technology Act of 1990 (Perkins II). In this legislation, educational activities associated with All Aspects were also described. These included “planning, management, finance, technical and production skills, underlying principles of technology, labor issues, community issues, and health, safety and environmental issues”. All Aspects is again an integral part of the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV). The provision in this act calls for “strong experience in and understanding of those aspects of industry the students are preparing to enter.”

Where does All Aspects Fit In?
Current education reform is focusing on a wide range of changes in schools. Issues include combining learning in schools with actual experiences; integrating academic and technical education, developing more interdisciplinary instruction, forging links between schools, businesses and community institutions and avoiding narrow training. All of this is being done with the goal of preparing learners with a wide-variety of skills in a fast-changing workplace. Education for All Aspects is a strategy that seeks to achieve these objectives. Programs that emphasize All Aspects explore the context in which technical skills are taught and used. For example, automotive technology is taught as part of the transportation cluster. In addition to the specific skills needed for that particular occupation, learners are shown the “Big Picture” of the industry and learn technology, communication, health and safety issues important to the transportation industry as a whole.

What about Career Clusters?
The Career Clusters initiative, begun under Perkins III, builds on all the reform initiatives begun with Tech Prep, School to Work, and previous Perkins legislation by providing a framework for learners to learn about a wide variety of occupations within occupational clusters. The Kansas Career Clusters use 16 clusters to organize the way the learners explore, learn and train for more specific occupations. The 16 clusters are organized in such a way to include the foundation knowledge and skills that learners and future workers will need to be successful in that cluster, no matter in which occupation they specialize. The foundation knowledge and skills in the Career Clusters initiative also includes the academic skills necessary to succeed. In reality, All Aspects of an Industry can be met by embracing the Career Clusters model.
The All Aspects Approach has At Least Four Justifications...

**Integrating Academic and Career-Technical Education**

If skills are limited to a narrowly defined job task, it is almost impossible to integrate advanced academic skills. Successful integration depends on having a rich context for applying academic skills and knowledge. Covering *All Aspects* of the industry provides the context. Analyzing and solving the problems facing an industry and the enterprises within it involves utilizing skills in reading, writing, mathematics, science and social studies.

**Empowering Learners to Make Career and Life Choices**

Some programs only provide the skills for one job. This leaves learners unprepared to change career goals or to cope with labor market changes. Teaching *All Aspects* gives learners transferable skills, such as planning and management, which expand their opportunities.

**Enabling Learners to Adapt to Technological Change**

Asking schools to predict how technology will change and to constantly revamp equipment is no longer reasonable—if it ever was. Providing learners with broad skills in *All Aspects of An Industry*, together with academic skills, enables them to understand and adapt to changes when they leave school and throughout their careers.

**Involving Learners in Economic Development**

If jobs prepare learners only to fill the current jobs in low-income communities, learners are left dependent upon too few jobs, which demand too few skills and provide too little income for a decent life. In contrast, learners who understand and have experience in planning, management, community issues, etc., can survive, thrive and help others within their community.
In the following pages...

Each of the components of *All Aspects of An Industry* will be explored in relation to how it can be integrated into the classroom. Each component will have examples of how the Foundation Knowledge and Skills organization of the career clusters can support meeting both of these requirements: *All Aspects of An Industry* and the Career Clusters Model. Not every career cluster is addressed in each example. Instructors implementing the career clusters model should check the Foundation Knowledge and Skills model for their cluster to align with the *All Aspects* Model. These can be found at www.careerclusters.org.
# All Aspects of An Industry and Foundation Knowledge and Skills

<table>
<thead>
<tr>
<th>All Aspects of An Industry</th>
<th>Foundation Knowledge and Skills</th>
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<tbody>
<tr>
<td><strong>Community Issues</strong> — the impact of the enterprise and the</td>
<td>* Systems</td>
</tr>
<tr>
<td>industry on the community, and the community’s impact on and</td>
<td>* Communications</td>
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<tr>
<td>involvement with the enterprise</td>
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<tr>
<td><strong>Technical and Production Skills</strong> — specific production</td>
<td>* Academic Foundations</td>
</tr>
<tr>
<td>techniques, alternative methods</td>
<td>* Technical Skills</td>
</tr>
<tr>
<td><strong>Underlying Principles of Technology</strong> — integrated study</td>
<td>* Employability &amp; Career Development</td>
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<tr>
<td>across the curriculum of the mathematical, scientific, social</td>
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<tr>
<td>and economic principles that underlie the technology</td>
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<tr>
<td><strong>Finance</strong> — ongoing accounting and financial decisions;</td>
<td>* Systems</td>
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<tr>
<td>different methods for raising capital to start or expand</td>
<td></td>
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<tr>
<td>enterprises</td>
<td></td>
</tr>
<tr>
<td><strong>Health, Safety &amp; Environmental Issues</strong> — in relation to both</td>
<td>* Safety, Health &amp; Environmental</td>
</tr>
<tr>
<td>the workers and the larger community</td>
<td></td>
</tr>
<tr>
<td><strong>Management</strong> — methods typically used to manage enterprises</td>
<td>* Leadership &amp; Teamwork</td>
</tr>
<tr>
<td>over time within the industry; methods for expanding and</td>
<td>* Communications</td>
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<tr>
<td>diversifying workers’ tasks and broadening worker involvement</td>
<td>* Employability &amp; Career Development</td>
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<tr>
<td>in decisions</td>
<td>* Ethics &amp; Legal Responsibilities</td>
</tr>
<tr>
<td><strong>Planning</strong> — examined both at the industry and at the form</td>
<td>* Systems</td>
</tr>
<tr>
<td>level; various forms of ownership, including cooperatives and</td>
<td>* Problem Solving &amp; Critical Thinking Skills</td>
</tr>
<tr>
<td>worker ownership; and the relationship of the industry to</td>
<td>* Ethics &amp; Legal Responsibilities</td>
</tr>
<tr>
<td>economic, political and social context</td>
<td>* Academic</td>
</tr>
<tr>
<td><strong>Labor Issues</strong> — worker rights and responsibilities; labor</td>
<td>* Systems</td>
</tr>
<tr>
<td>unions and labor history methods for expanding workers’ roles</td>
<td>* Leadership &amp; Teamwork</td>
</tr>
<tr>
<td></td>
<td>* Academic</td>
</tr>
</tbody>
</table>
All Aspects of an Industry

Community Issues
The impact of the company on the community and the community’s impact on the company. This component of All Aspects can be addressed in the cluster foundation knowledge and skills in Systems and Communications.

Examples:

<table>
<thead>
<tr>
<th>Cluster</th>
<th>Topic</th>
<th>Knowledge &amp; Skill</th>
<th>Performance Element</th>
<th>Measurement Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Food &amp; Natural Resources</td>
<td>Communications</td>
<td>Use oral and written communication skills in creating, expressing and interpreting information and ideas</td>
<td>Write clearly to communicate written ideas, results and questions to all types of people</td>
<td>Explain aspects of the industry to people not involved with it and discuss its components</td>
</tr>
<tr>
<td>Arts, A/V Technology &amp; Communications</td>
<td>Systems</td>
<td>Identify how key organizational systems affect organizational performance and the quality of products and services</td>
<td>Research geographical data to recognize the types of systems used in various geographical areas</td>
<td>Explore multi-area trends to explain how systems differ across geographical areas</td>
</tr>
<tr>
<td>Business, Management &amp; Administration</td>
<td>Communications</td>
<td>Interpret verbal and nonverbal messages to enhance communication with co-workers and external customers</td>
<td>Respond effectively to individuals, group and in informal discussions</td>
<td>Greet visitors and clients respectfully and promptly</td>
</tr>
<tr>
<td>Hospitality &amp; Tourism</td>
<td>Systems</td>
<td>Understand roles within teams, work units, department, organizations, interorganizational systems and the larger environment to identify the effect of systems on the quality of the product or service</td>
<td>Research appropriate sources to trace the development of the hospitality and tourism industry and learn the overall structure</td>
<td>Discuss current trends in society and how they affect hospitality and tourism</td>
</tr>
<tr>
<td>Science, Technology, Engineering &amp; Mathematics</td>
<td>Communications</td>
<td>Discuss effective oral, written, and visual communication</td>
<td>Discuss effective methods to communicate essential concepts to a diverse audience</td>
<td>Explain technical concepts to non-technical audience</td>
</tr>
<tr>
<td>Transportation, Distribution and Logistics</td>
<td>Systems</td>
<td>Explain the roles and functions of government in regulating and supporting TDL organizations within the industry</td>
<td>Explain the roles in public transportation infrastructure management</td>
<td>Not available</td>
</tr>
</tbody>
</table>

Sample Instructional Topics
* Why is a company’s public perception important?
* Key ways a company helps a community
* Key ways a community helps a company
* The impact of buying outside a community
* The importance of providing for the access needs of the physically challenged
* Contributing special skills through volunteer work

Worksite Analysis Questions
1. How does a company maintain a good public image?
2. What community projects or initiatives does the company participate in?
3. What are some tangible results of the company’s and its employees involvement in community issues and/or projects?
4. How is the facility modified to be accessible to the physically challenged?

Documentation:
* Evidence of company participation in community programs
* List of community activities in which employees participate
* Compliance with the Americans with Disabilities Act

Career Development Skills
* Analyze the positive and negative impacts of adapting technology to the environment and the community
* Locate and use expert and peer resources
* Analyze the impact of family influence upon one’s personal development
* Describe the relationship between human development and changing roles/responsibilities
Technical and Production Skills
Specific skills and techniques for production; basic skills; ways of organizing production work, including methods which diversify and rotate jobs.

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<tr>
<td>Arts, A/V Technology &amp; Communications</td>
<td>Academic Foundations</td>
<td>Apply Language Arts knowledge and skills to this career pathway</td>
<td>Demonstrate competence in using various information sources, including knowledge bases and technical texts to perform basic tasks</td>
<td>Not available</td>
</tr>
<tr>
<td>Education &amp; Training</td>
<td>Technical Skills</td>
<td>Employ instructional skills to enhance learner achievement</td>
<td>Apply instructional strategies to enhance learner achievement</td>
<td>Explain alignment of strategies to characteristics of learners</td>
</tr>
<tr>
<td>Finance</td>
<td>Employability &amp; Career</td>
<td>Pursue career development skills to advance in the financial world</td>
<td>Apply skills to meet or exceed employer expectations</td>
<td>Demonstrate willingness to learn new knowledge and skills</td>
</tr>
<tr>
<td>Hospitality &amp; Tourism</td>
<td>Academic Foundations</td>
<td>Study and synthesize information from cultural diversity and geographical studies to appreciate their importance in developing products and services</td>
<td>Identify the components of cultural diversity to understand their impact on the different areas of the hospitality and tourism industry</td>
<td>Apply the concepts of weather and climate to hospitality situations</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>Technical Skills</td>
<td>Demonstrate understanding of the basic technical skills and knowledge required for careers in manufacturing</td>
<td>Understand finishing processes (e.g. types of finishing materials, surface preparation, methods of applications) used in manufacturing</td>
<td>Select a finishing process for a product appropriate to the job it must perform, the environment in which it functions, and its aesthetic appeal</td>
</tr>
<tr>
<td>Science, Technology, Engineering &amp; Mathematics</td>
<td>Employability &amp; Career</td>
<td>Exhibit continuous improvement for personal growth and development</td>
<td>Identify performance expectations for a job</td>
<td>Describe benefits of certifications for various career paths</td>
</tr>
</tbody>
</table>

Sample Instructional Topics
* Obtaining technical information and training
* Jobs that are inter-related with other jobs
* Using production standards and quality control techniques
* The importance of using troubleshooting techniques
* The ability to use supervisory and delegation skills
* The importance of deadline and schedules
* The importance of cross-training employees

Worksite Analysis Questions
1. Is teamwork or individual initiative the predominant work structure?
2. What work elements are time driven?
3. What are some causes of work stoppage?
4. What are the levels of training and skills represented throughout the company?
5. How does the company invest in training, retaining and advancing employees?

Documentation:
* Skills tests required of entry-level employees
* In-service training activities
* Work or job analyses
* Employee evaluation forms

Career Development Skills
* Set priorities or the order in which several tasks will be accomplished
* Identify and explain the use of common supplies for a given occupational area
* Perform routine tasks related to equipment operations and/or maintenance
* Check incoming stock and complete stock control records
* Analyze various modes of physical distribution and storage facilities
* Ask questions to clarify instructions
* Initiate and maintain task focused conversations
## Underlying Principles of Technology

Technological systems used in the workplace and their contributions to the product or service; the mathematic, scientific, social and economic principles that underlie the technology.

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<tr>
<td>Architecture &amp; Construction</td>
<td>Information Technology</td>
<td>Use computer-based equipment (containing embedded computers or processors used to control electromechanical devices)</td>
<td>Operate computer-driven equipment and machines</td>
<td>Interact with/respond to systems messages using console device</td>
</tr>
<tr>
<td>Arts, A/V Technology &amp; Communications</td>
<td>Academic Foundations</td>
<td>Apply science knowledge and skills to this career pathway</td>
<td>Apply knowledge of computers and information processing</td>
<td>Not available</td>
</tr>
<tr>
<td>Government &amp; Public Administration</td>
<td>Information Technology</td>
<td>Exploit technologies to achieve common objectives of government and public administration</td>
<td>Access appropriate information technologies to accomplish tasks in government and public administration</td>
<td>Analyze issues using the most appropriate information technology</td>
</tr>
<tr>
<td>Health</td>
<td>Academic Foundations</td>
<td>Health care workers will know the academic subject matter required for proficiency in their area</td>
<td>Use a knowledge of diseases and disorders</td>
<td></td>
</tr>
<tr>
<td>Human Services</td>
<td>Information Technology</td>
<td>Use technology to access, manage, integrate and create information</td>
<td>Use appropriate software applications to prepare documents and presentations</td>
<td>Accurately produce specific information from records with a deadline</td>
</tr>
<tr>
<td>Marketing</td>
<td>Academic Foundations</td>
<td>Solve mathematical problems to obtain information for decision-making in marketing, sales and service</td>
<td>Employ number and operations to understand and solve mathematical problems in marketing</td>
<td>Perform computations successfully</td>
</tr>
<tr>
<td>Science, Technology, Engineering &amp; Mathematics</td>
<td>Information Technology</td>
<td>Evaluate the different tools used to manipulate and model data</td>
<td>Use information technology tools to manipulate and create information from data</td>
<td>Query and extract information from data</td>
</tr>
</tbody>
</table>

### Sample Instructional Topics

* Basic resources necessary for technology
* How technological systems evolve to meet human wants and needs
* Technology’s relationship to fossil fuels and other environmental concerns (e.g. waste and pollution)
* Ergonomics in the workplace
* How ingenuity and creativity are used to identify new used for existing technology, devices or processes

### Worksite Analysis Questions

1. How has technology transformed the company’s operation?
2. How does the company use the following technologies: communication, production, transportation, bio-related?
3. How is computer technology utilized throughout the company?
4. How is technology used in making decisions regarding production and other matters?

**Documentation:**
- Organizational chart
- Training manuals
- Production flow charts
- Inventory analysis
- Marketing analysis

### Career Development Skills

* Describe the historical evolution of technological innovations as a means through which human needs and wants are identified
* Identify potential health hazards created by technology in the workplace
* Draw and label a systems diagram depicting the systems approach to a problem
* Utilize futuring techniques to anticipate the consequences of a new technology
* Utilize computer technology as a record keeping device to document progress toward reaching an optimal solution to a technological problem
Finance
Ongoing accounting and financial decisions; different methods for raising capital to start or expand enterprises.

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<tr>
<td>Finance</td>
<td>Systems</td>
<td>Examine current events to determine their impact on the financial industry</td>
<td>Interpret world events to determine the impact of international affairs on the financial industry</td>
<td>Review trade agreements</td>
</tr>
<tr>
<td>Government &amp; Public Administration</td>
<td>Systems</td>
<td>Analyze the systemic relationships of government and public administration agencies to achieve strategic objectives</td>
<td>Assess the inter-related nature of complex international, national, state, and local governmental and public administrative systems to serve the public interest</td>
<td>Delineate intergovernmental and private contractor relationships</td>
</tr>
<tr>
<td>Hospitality &amp; Tourism</td>
<td>Systems</td>
<td>Manage and improve organizational systems to better serve customers</td>
<td>Develop and manage plans and budget to accomplish organizational goals and objectives</td>
<td>Modify plans and budgets to meet goals and objectives</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>Systems</td>
<td>Demonstrate knowledge of how manufacturing businesses improve performance</td>
<td>Explain how planning and budgeting are used to accomplish organizational goals and objectives</td>
<td>Explain how work plans and budgets are used to allocate people and resources</td>
</tr>
<tr>
<td>Transportation, Distribution &amp; Logistics</td>
<td>Systems</td>
<td>Explain the impact of economic, social and technological changes on a TDL industry and its role in the TDL industry</td>
<td>Explain the impact of economic changes including economic growth/decline, income growth, consumer confidence, interest rates, fuel and material costs</td>
<td>Not available</td>
</tr>
</tbody>
</table>

Sample Instructional Topics
- Key factors affecting profit and loss
- Typical ways a business obtains capital
- The importance and depth of accounting in a business
- The implications for a company extending credit
- How a company estimates and bids for a contract
- The importance of cost containment in a company
- Why personnel and labor offer the most flexibility for financial adjustment

Worksite Analysis Questions
1. How does the company acquire capital (money) to operate?
2. What are some of the fixed and variable expenses of the company?
3. How has technology increased and/or decreased the costs of operations?

Documentation:
- Financial report of company
- Strategy for cost containment
- Credit policies
- Estimating and bidding procedures

Career Development Skills
- Explain the concept of supply and demand
- Accept and approve checks according to company policy
- Process a payment from a credit card
- Maintain a petty cash fund
- Audit monthly records
- Analyze existing budget
- Compare and contrast pricing policies at competing business/industries
- Determine cost, time, or resources needed to complete a task within an industry or occupation
Health, Safety and Environment
Practices and laws affecting the employee, the surrounding community and the environment.

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<tr>
<td>Business, Management &amp; Administration</td>
<td>Safety, Health and Environment</td>
<td>Assess workplace conditions to maintain safe and healthful working conditions</td>
<td>Inspect workplace conditions to identify individual roles in safety, health and/or environmental situations</td>
<td>Describe the individual role as it relates to causes of accidents</td>
</tr>
<tr>
<td>Government</td>
<td>Safety, Health and Environment</td>
<td>Implement plans and policies to respond to health, safety and environmental needs</td>
<td>Carry out policy to ensure public well being and environmental protection</td>
<td>Evaluate the roles of organizations that impact the well being of the public and the environment</td>
</tr>
<tr>
<td>Health</td>
<td>Safety, Health and Environment</td>
<td>Health care workers will understand the existing and potential hazards to clients, co-workers and self. They will prevent injury or illness through safe work practices and follow health and safety policies and procedures</td>
<td>Identify common safety hazards</td>
<td>Use Materials Safety and Data Sheets (MSDS)</td>
</tr>
<tr>
<td>Information Technology</td>
<td>Safety, Health and Environment</td>
<td>Maintain a safe working environment</td>
<td>Understand health and safety standards and concepts in the workplace</td>
<td>Demonstrate knowledge of the relationship between health, safety and productivity</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>Safety, Health and Environment</td>
<td>Demonstrate knowledge of safety, health and environmental systems</td>
<td>Describe the regulatory areas</td>
<td>Identify specific health and safety laws and regulations that impact manufacturing and the major areas they address</td>
</tr>
<tr>
<td>Transportation</td>
<td>Safety, Health and Environment</td>
<td>Explain how TDL organizations promote improved health, safety and environmental performance in logistics, distribution and transportation organizations</td>
<td>Describe the major measures and types of data used by government agencies to measure and monitor health, safety and environmental risks and performance</td>
<td>Not available</td>
</tr>
</tbody>
</table>

Sample Instructional Topics
- Management’s responsibility for a safe workplace
- How to avoid job-specific health threats
- Majors components of MSDS sheets
- Basic safety training (tornado, fire, first aid) techniques
- The benefits of participating in preventive medicine programs
- The benefits of handling stress effectively
- The benefits of good workplace ergonomics
- Effects weather has on an industry
- The importance of complying with federal agency regulations

Worksite Analysis Questions
1. What federal regulations apply to this company?
2. What are the job-specific health threats of this industry?
3. How is basic safety training delivered? What are the major topics or areas of importance?

Documentation:
- Federal agency regulations
- Safety training techniques or manuals
- Preventive medicine/stress management programs
- Accident/medical reporting forms

Career Development Skills
- Exhibit the safe use of tools and equipment
- Organize work space
- Establish work flow
- Identify standard workplace policies related to: personal discipline (personal leave and absence); substance abuse; employee theft; causes for termination
- Comply with safety and health rules in a given work environment, including: safe use of tools; clean and orderly work environment; personal hygiene and cleanliness; suitable work attire; follow established emergency procedures
Management
Structure and process for effectively accomplishing the goals and operation of the organization using facilities, staff, resources, equipment and materials. Methods typically used to manage enterprise over time within an industry, methods for expanding and diversifying workers’ tasks and broadening worker involvement in decisions.

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<tr>
<td>Arts &amp; Communications</td>
<td>Leadership &amp; Teamwork</td>
<td>Use mentoring skills to inspire others to achieve</td>
<td>Use motivational techniques to enhance performance in others</td>
<td>Develop and use reward and incentive systems</td>
</tr>
<tr>
<td>Business, Management &amp; Marketing</td>
<td>Communication</td>
<td>Exhibit people skills to deal positively with a variety of personalities and diverse individuals</td>
<td>Use positive strategies to resolve conflicts</td>
<td>Control and channel emotions</td>
</tr>
<tr>
<td>Health</td>
<td>Employability &amp; Career Development</td>
<td>Health care workers will understand how employability skills enhance their employment opportunities and job satisfaction. They will demonstrate key employability skills and will maintain and upgrade skills, as necessary</td>
<td>Evaluate need for personal growth and development</td>
<td>Manage time, prioritize responsibilities and meet completion dates as specific by employer and clients</td>
</tr>
<tr>
<td>Human Services</td>
<td>Ethics &amp; Legal Responsibilities</td>
<td>Apply ethical and legal responsibilities to all conduct in the workplace</td>
<td>Consult and seek ethical and legal guidance to assure continued compliance</td>
<td>Document, review, and resolve ethical and legal conflicts</td>
</tr>
</tbody>
</table>

Sample Instructional Topics
* How “chain of command” works
* The significance of a company’s workplace culture
* How roles and responsibilities in a family business are different than in larger companies
* Differences in how a family farm operates versus a corporate owned operation
* How a company organizes its departments
* How a company’s marketing affects all its employees
* How to adjust to different management styles
* How cultural and gender diversity can have a positive effect on an industry

Worksite Analysis Questions
1. What is the management structure of the organization?
2. What is the rationale for various departments within the company?
3. How would you describe the work atmosphere? (intense; laid-back; one-for-all, all-for-one; dog-eat-dog)

Documentation:
* Mission statement
* Organizational chart
* Examples of written communication between departments or guidelines

Career Development Skills
* Outline the procedures involved in ordering, distributing and controlling supplies
* Requisition supplies/equipment
* Explain an ordering decision
* Conduct a feasibility study on vendors
* Develop an inventory management plan
* Define and explain the features of the following: perpetual inventory; periodic inventory; physical inventory
Planning
How an organization plans including goals and objectives; types of ownership (public, private); relationship of the organization to economic, political, and social contexts; assessment of needs.

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<tr>
<td>Manufacturing</td>
<td>Systems</td>
<td>Demonstrate knowledge of how manufacturing businesses improve performance</td>
<td>Explain how planning and budgeting are used to accomplish organizational goals and objectives</td>
<td>Explain how plans and budgets are revised to meet goals and objectives</td>
</tr>
<tr>
<td>Hospitality &amp; Tourism</td>
<td>Academic Foundations</td>
<td>Study and synthesize information from cultural diversity and geographical studies to appreciate their importance in developing product and services</td>
<td>Identify the components of cultural diversity to understand their impact on the different areas of the hospitality and tourism industry</td>
<td>Give examples of how culture is relevant to the hospitality and tourism business</td>
</tr>
<tr>
<td>Government</td>
<td>Problem Solving &amp; Critical Thinking</td>
<td>Apply democratic principles in the process of governmental and administrative policy-making to achieve the public will</td>
<td>Employ governmental decision-making processes to achieve desired objectives</td>
<td>Work with elected officials, interest groups and the public</td>
</tr>
<tr>
<td>Marketing, Sales &amp; Service</td>
<td>Academic Foundations</td>
<td>Integrate social studies skills into marketing, sales and service to better understand customer and the economic environment in which they function</td>
<td>Differentiate among economic systems to understand the environments in which businesses function</td>
<td>Delineate characteristics of traditional, communist, socialist and market economic systems</td>
</tr>
</tbody>
</table>

Sample Instructional Topics
* Why businesses and industries need to plan how to respond to customers’ needs and expectations
* The difference between delivering products and delivering services
* How regulatory laws can have an impact on a business’ operations
* Ways an employee can influence company decision-making policy
* How a political organization can have an impact on how a company operates
* Benefits in anticipating technology and market trend changes
* The relationship of customer satisfaction and the “bottom line”
* Ways to assess a company’s competition

Worksite Analysis Questions
1. What evidence is there of strategic planning (department-wide and company-wide)?
2. What are the roles of the owner(s), management, and labor in the strategic planning process?
3. What economic, political and social elements does the company consider in planning, developing, marketing and selling its product or service?
4. How is customer satisfaction measured?

Documentation:
* Organizational chart
* Business plan
* Market assessment
* Advertising plan/strategy
* Year-end reports

Career Development Skills
* Describe the factors that impact on decision-making:
  a. needs and wants
  b. values
  c. goals
  d. standards
* Distinguish between types of decisions:
  a. economic
  b. technical
  c. social
* Apply the steps in the decision making process
* Utilize problem solving skills:
  a. identify the problem for resolution
  b. define critical issues
  c. analyze causes of a problem
  d. utilize research and assessment skills
  e. examine results of a problem
  f. offer solutions to a problem
  g. select a solution to a problem
  h. implement an action plan
## Labor
Rights and responsibilities of employees and related issues; wages, benefits and working conditions; role of labor unions and labor history.

<table>
<thead>
<tr>
<th>Cluster</th>
<th>Topic</th>
<th>Knowledge &amp; Skill</th>
<th>Performance Element</th>
<th>Measurement Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing, Sales &amp; Service</td>
<td>Academic</td>
<td>Integrate social studies skills into marketing, sales and service to better understand customers and the economic environment in which they function</td>
<td>Analyze cost/profit relationships to guide business decision-making</td>
<td>Analyze the collective bargaining process</td>
</tr>
<tr>
<td>Transportation</td>
<td>Systems</td>
<td>Explain the role and major functions of a TDL organization</td>
<td>Explain the role of TDL organizations within the industry</td>
<td>Not available</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>Leadership &amp; Teamwork</td>
<td>Demonstrate leadership and teamwork skills in collaborating with others to accomplish organizational goals and objectives</td>
<td>Collaborate with others</td>
<td>Take responsibility for shared group and individual work tasks</td>
</tr>
<tr>
<td>Government &amp; Public Administration</td>
<td>Academic</td>
<td>Interpret and apply concepts of geography to perform governmental and public administration duties</td>
<td>Analyze and exchange information about the human and physical features of places and regions to execute governmental and public administration duties</td>
<td>Predict how geographical considerations impact regional change over time</td>
</tr>
<tr>
<td>Business, Management &amp; Administration</td>
<td>Systems</td>
<td>Understand the roles within teams, work units, departments, and organization to identify the effect of systems on the activities of a business</td>
<td>Use organizational charts to analyze the workplace operations of a business</td>
<td>Identify mission, organizational goals, and objectives of a business</td>
</tr>
<tr>
<td>Information Technology</td>
<td>Systems</td>
<td>Demonstrate knowledge of the operation of cross-functional teams in achieving project goals</td>
<td>Understand the importance of cross-functional teams in achieving IT project goals</td>
<td>Identify desired group and team behavior in an information system context</td>
</tr>
<tr>
<td>Law, Public Safety &amp; Security</td>
<td>Leadership &amp; Teamwork</td>
<td>Demonstrate the knowledge and skills to collaborate in projects and work activities</td>
<td>Provide group leadership</td>
<td>Promote full involvement and use of team members</td>
</tr>
</tbody>
</table>

### Sample Instructional Topics
- Why businesses and industries need to plan how to respond to customers’ needs and expectations
- Difference between being a self-employed worker and a worker employed by a company
- Advantages/disadvantages of hourly and salaried pay
- The importance of knowing your rights as a worker
- The importance of cultural sensitivity
- The importance of participating in quality enhancement programs

### Worksite Analysis Questions
1. How is division of labor accomplished?
2. Who participates in defining the workers roles, responsibilities, and rights?
3. Why is cultural sensitivity important in this particular workplace?

**Documentation:**
- Employee orientation/handbook
- Written job descriptions
- Statement of workers rights
- Organized labor agreements

### Career Development Skills
- List criteria for selecting, evaluating, promoting and terminating employees
- Define legal issues for hiring and/or termination
- Identify skills needed to maintain effective work relations with colleagues
- Demonstrate negotiating skills
- Provide constructive criticism
Acknowledgements

States Career Clusters:
www.careerclusters.org

Virginia’s CTE Resource Center:
www.ctesource.org/publications/feature/aai/index.html

Portions of this document were adapted from a publication titled:
All Aspects of the Business/Organization: Connecting the Classroom and the Workplace Institute for Workforce Education, University of Missouri - Columbia