

North Dakota Marketing Education Standards

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North Dakota Department of Career and Technical Education

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INTRODUCTION TO CTE STANDARDS

CTE Mission

The mission of the State Board for Career and Technical Education is to work with others to provide all North Dakota citizens with the technical skills, knowledge, and attitudes necessary for successful performance in a globally competitive workplace.

Program Mission and Vision Statements

To provide a technical foundation in Family and Consumer Science with specific job skills for employment in the industry and/or pursue additional technical education in a related postsecondary program.

Goal

Career and Technical Education (CTE) is a series of educational programs organized to prepare students for careers in their chosen fields, to take leadership roles, and to balance their multiple roles in life. The CTE goal is to create a competitive and knowledgeable work force. CTE programs prepare students with the knowledge and skills to make informed career choices, to integrate and apply academic concepts, to prepare for successful participation in a global society, and to engage in lifelong learning.

The North Dakota standards for each CTE program define expectations for student learning. These expectations guide the development of high-quality and relevant career-focused programs that are consistent across the state.

Process

Writing standards is a multi-phase process. Existing national and/or industry standards are the basis for the North Dakota program standards. In addition, standards from other states are reviewed for essential content. A team of expert secondary and postsecondary teachers, business and industry representatives, and the state program supervisor(s) draft the standards document. Once the document is finalized, the State Board of Career and Technical Education approves and adopts the standards.

The standards documents are reviewed and updated on a four-year cycle. Further information on the standards can be found at:

<http://www.nd.gov/cte/standards/>

Academic Integration

The Department of Career and Technical Education strongly believes in the importance of academic integration within each program. CTE courses are a vehicle by which students can apply academic knowledge to everyday life. Each standards document includes an academic cross-walk that identifies the standards in English/Language Arts, Mathematics, and Science that relate to CTE standards and can be taught or reinforced in the CTE program.

Using the Standards

Districts will use the standards as guides for developing curriculum that reflects local needs and are also tailored to prepare young people for the opportunities that exist in North Dakota and elsewhere.

Explanation of the Standards Document

Standard: provides a broad overview or general description of the content.

Topics: describes in general terms what students should know and be able to do.

Competencies: more specifically defines the knowledge, skills, and practices of topics and provide the basis for measuring student learning.

Standard 1: Business Law Understands business’s responsibility to know, abide by, and enforce laws, regulations, and ethical behavior that affect business operations and transactions.		
Topic 1.1: Acquire foundational knowledge of business laws and regulations to understand their nature and scope.		
Introductory Competency	Essential Competency	Advanced Competency
		1.1.1 Discuss the nature of law and sources of law in the United States (BL:067) (SP) 1.1.2 Describe the United States’ judicial system (BL:068) (SP) 1.1.3 Describe legal issues affecting businesses (BL:001) (SP)
Topic 1.2: Understand the civil foundations of the legal environment of business to demonstrate knowledge of contracts.		
Introductory Competency	Essential Competency	Advanced Competency
		1.2.1 Identify the basic torts relating to business enterprises (BL:069) (SP) 1.2.2 Describe the nature of legally binding contracts (BL:002) (SP)

Introductory Competency - Year 1: Learners at this level **analyze, synthesize, judge, assess** and **evaluate** knowledge in accord with their own goals, values and beliefs, and/or real situations.

Essential Competency - Year 2: Learners at this level **experience** acquired knowledge by **applying** it to familiar situations and to themselves.

Advanced Competency – Year 3: Learners at this level **explore** and become more **aware** of the content within the subject.

North Dakota State Board for Career and Technical Education approves programs and provides funding for local programs who meet the requirements. All marketing programs will provide learning in Introductory and Essential Standards. Advanced Standards may be taught at the high school level or the post-secondary level.

Business and Marketing Education

The National Business Administration Standards provide insight into what business leaders view as important to the success of employees at various levels and in various specialties. These standards define the content for Business and Marketing Education. They inform teachers, administrators, and curriculum developers as to what should be taught. Educators, then, take the standards and determine how to deliver the content (instructional strategies) and how to design the programs/courses. Educators also determine what program area will deliver the performance indicators; i.e., whether the content will be addressed in a business education course, marketing education course, or both. These standards address software applications rather than technical IT content that is found in a separate cluster.

Premises of the Curriculum

The Business Administration curriculum should:

- Encourage students to think critically and innovatively
- Stress the integration of and articulation with academics
- Enable students to utilize technology in the performance of business tasks
- Stress the importance of interpersonal skills in a diverse society
- Foster an understanding and appreciation of business ethics
- Provide a foundation for advanced study in business
- Foster a realistic understanding of work
- Utilize a variety of interactions with the business community

Marketing Cluster

Careers in the Marketing Cluster create, communicate, and deliver value to customers and manage customer relationships in ways that benefit the organization and its stakeholders.

Marketing Pathways

Marketing Communications: Career opportunities that inform, remind, and/or persuade a target market of ideas, experiences, goods/services, and/or images

Marketing Management: Careers that require broad, cross-functional knowledge of marketing and management to support strategic decision-making

Marketing Research: Careers that utilize qualitative and quantitative research methods to determine information needs, design data-collection processes, collect data, analyze them, and present data so that they can be used to make business decisions

Merchandising: Career opportunities in retailing that focus on efficient and effective product planning, product selection, buying, licensing, and inventory control

Professional Selling: Careers that require in-depth knowledge of the target customer such as the customer's needs, business, competitors, and products; pre-sales activities; sales processes and techniques; and servicing after the sale

Business Administration Core Standards

Business Law: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions [Includes Career Cluster topics (e.g., Ethics and Legal Responsibilities)]

Communication Skills: Understands the concepts, strategies, and systems used to obtain and convey ideas and information (Addresses Career Cluster topic: Communications)

Customer Relations: Understands the techniques and strategies used to foster positive, ongoing relationships with customers [Includes Career Cluster topics (e.g., Problem Solving and Critical Thinking, Systems)]

Economics: Understands the economic principles and concepts fundamental to business operations [Includes Career Cluster topics (e.g., Academic Foundations)]

Emotional Intelligence: Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others [Includes Career Cluster topics (e.g., Leadership and Teamwork, Ethics and Legal Responsibilities)]

Entrepreneurship: Understands the concepts, processes, and skills associated with identifying new ideas, opportunities, and methods and with creating or starting a new project or venture [Includes Career Cluster topics (e.g., Systems)]

Financial Analysis: Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources [Includes Career Cluster topics (e.g., Systems, Technical Skills)]

Human Resources Management: Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources [Includes Career Cluster topics (e.g., Leadership and Teamwork, Problem Solving and Critical Thinking, Systems)]

Information Management: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making [Includes Career Cluster topics (e.g., Information Technology Applications, Technical Skills)]

Marketing: Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives [Includes Career Cluster topics (e.g., Systems)]

Operations: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning [Includes Career Cluster topics (e.g., Safety, Health and Environmental; Systems)]

Professional Development: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career [Includes Career Cluster topics (e.g., Problem Solving and Critical Thinking, Employability and Career Development, Technical Skills)]

Strategic Management: Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department [Includes Career Cluster topics (e.g., Technical Skills)]

Marketing Standards

Instruction for the marketing cluster is based on the 13 Business Administration Core Standards, plus seven additional standards with outcomes unique to marketing careers:

- Channel Management
- Marketing-Information Management
- Market Planning
- Pricing
- Product/Service Management
- Promotion
- Selling

Additional standards address specialized content associated with selected pathways.

Curriculum Planning Levels

To facilitate curriculum planning, the performance indicators are assigned to one of six curriculum planning levels. These levels represent a continuum of instruction ranging from simple to complex. The levels can serve as building blocks for curriculum development in that students should know and be able to perform the performance indicators at one level before tackling more complex skills and knowledge at the next level.

Curriculum planning levels can also be used as the basis for developing an unduplicated sequence of instruction for articulation between high school and postsecondary business courses. The six curriculum planning levels are:

- Prerequisite (PQ)
- Career-Sustaining (CS)
- Specialist (SP)
- Supervisor (SU)
- Manager (MN)
- Owner (ON)

Standard 1: Business Law**Understands business’s responsibility to know, abide by, and enforce laws, regulations, and ethical behavior that affect business operations and transactions.****Topic 1.1: Acquire foundational knowledge of business laws and regulations to understand their nature and scope.**

Introductory Competency	Essential Competency	Advanced Competency
		1.1.1 Discuss the nature of law and sources of law in the United States (BL:067) (SP) 1.1.2 Describe the United States’ judicial system (BL:068) (SP) 1.1.3 Describe legal issues affecting businesses (BL:001) (SP)

Topic 1.2: Understand the civil foundations of the legal environment of business to demonstrate knowledge of contracts.

Introductory Competency	Essential Competency	Advanced Competency
		1.2.1 Identify the basic torts relating to business enterprises (BL:069) (SP) 1.2.2 Describe the nature of legally binding contracts (BL:002) (SP)

Topic 1.3: Explore the regulatory environment of United States’ businesses to understand the diversity of regulations.

Introductory Competency	Essential Competency	Advanced Competency
		1.3.1 Describe the nature of legal procedure (BL:070) (SP) 1.3.2 Discuss the nature of debtor-creditor relationships (BL:071) (SP) 1.3.3 Explain the nature of agency relationships (BL:072) (SP) 1.3.4 Discuss the nature of environmental law (BL:073) (SP) 1.3.5 Discuss the role of administrative law (BL:074) (SP)

Topic 1.4: Understand human-resources laws and regulations to facilitate business operations.		
		1.4.1 Explain the nature of human resources regulations (BL:007) (SU) 1.4.2 Explain the nature of workplace regulations (including OSHA, ADA) (BL:008) (SU) 1.4.3 Discuss employment relationships (BL:075) (SU)
Topic 1.5: Apply knowledge of business ownership to establish and continue business operations.		
	1.5.1 Explain types of business ownership (BL:003, BA LAP 7) (CS)	1.5.2 Select form of business ownership (BL:006, BA LAP 9) (ON)
Topic 1.6: Acquire knowledge of commerce laws and regulations to continue business operations.		
		1.6.1 Explain the nature of trade regulations (BL:004) (MN) 1.6.2 Describe the impact of anti-trust legislation (BL:076) (MN)
Topic 1.7: Understand tax laws and regulations to adhere to government requirements.		
		1.7.1 Explain the nature of tax regulations on business (BL:009) (ON) 1.7.2 Explain the nature of businesses' reporting requirements (BL:010) (ON) 1.7.3 Develop strategies for legal/government compliance (BL:011) (ON)

Standard 2: Communication Skills

Knowledge and Skill Statement: Understands the concepts, strategies, and systems used to obtain and convey ideas and information

Topic 2.1: Read to acquire meaning from written material and to apply the information to a task.

Introductory Competency	Essential Competency	Advanced Competency
2.1.1 Identify sources that provide relevant, valid written material (CO:054) (PQ) 2.1.2 Extract relevant information from written materials (CO:055) (PQ) 2.1.3 Apply written directions to achieve tasks (CO:056) (PQ)	2.1.4 Analyze company resources to ascertain policies and procedures (CO:057) (CS)	

Topic 2.2: Apply active listening skills to demonstrate understanding of what is being said.

Introductory Competency	Essential Competency	Advanced Competency
2.2.1 Explain communication techniques that support and encourage a speaker (CO:082) (PQ) 2.2.2 Follow oral directions (CO:119) (PQ) 2.2.3 Demonstrate active listening skills (CO:017) (PQ)		

Topic 2.3: Apply verbal skills to obtain and convey information.

Introductory Competency	Essential Competency	Advanced Competency
2.3.1 Explain the nature of effective verbal communications (CO:147) (PQ) 2.3.2 Ask relevant questions (CO:058) (PQ) 2.3.3 Interpret others' nonverbal cues (CO:059) (PQ) 2.3.4 Provide legitimate responses to inquiries (CO:060) (PQ) 2.3.5 Give verbal directions (CO:083) (PQ) 2.3.6 Employ communication styles appropriate to target audience (CO:084) (CS) 2.3.7 Participate in group discussions (CO:053) (CS)	2.3.8 Defend ideas objectively (CO:061) (CS) 2.3.9 Handle telephone calls in a businesslike manner (CO:114) (CS) 2.3.10 Make oral presentations (CO:025) (SP)	

Topic 2.4: Record information to maintain and present a report of business activity.

Introductory Competency	Essential Competency	Advanced Competency

2.4.1 Utilize note-taking strategies (CO:085) (CS) 2.4.2 Organize information (CO:086) (CS) 2.4.3 Select and use appropriate graphic aids (CO:087) (CS)		
Topic 2.5: Write internal and external business correspondence to convey and obtain information effectively.		
Introductory Competency	Essential Competency	Advanced Competency
2.5.1 Explain the nature of effective written communications (CO:016) (CS) 2.5.2 Select and utilize appropriate formats for professional writing (CO:088) (CS) 2.5.3 Edit and revise written work consistent with professional standards (CO:089) (CS) 2.5.4 Write professional e-mails (CO:090) (CS)	2.5.5 Write business letters (CO:133) (CS) 2.5.6 Write informational messages (CO:039) (CS) 2.5.7 Write inquiries (CO:040) (CS) 2.5.8 Write persuasive messages (CO:031) (SP) 2.5.9 Prepare simple written reports (CO:094) (SP)	2.5.10 Write executive summaries (CO:091) (SP) 2.5.11 Prepare complex written reports (CO:009) (MN) 2.5.12 Write proposals (CO:062) (MN)
Topic 2.6: Communicate with staff to clarify workplace objectives.		
Introductory Competency	Essential Competency	Advanced Competency
	2.6.1 Explain the nature of staff communication (CO:014) (CS) 2.6.2 Choose appropriate channel for workplace communication (CO:092) (CS) 2.6.3 Participate in a staff meeting (CO:063) (CS)	2.6.4 Provide directions for completing job tasks (CO:139) (SU) 2.6.5 Update employees on business and economic trends (CO:172) (SU) 2.6.6 Conduct a staff meeting (CO:140) (SU)

Standard 3: Customer Relations

Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others

Topic 3.1: Foster positive relationships with customers to enhance company image.

Introductory Competency	Essential Competency	Advanced Competency
3.1.1 Explain the nature of positive customer relations (CR:003) (CS)	3.1.2 Demonstrate a customer-service mindset (CR:004, HR LAP 32) (CS) 3.1.3 Reinforce service orientation through communication (CR:005) (CS) 3.1.4 Respond to customer inquiries (CR:006) (CS) 3.1.5 Adapt communication to the cultural and social differences among clients (CR:019) (CS) 3.1.6 Interpret business policies to customers/clients (CR:007, HR LAP 25) (CS)	3.1.7 Explain management's role in customer relations (CR:008) (MN)

Topic 3.2: Resolve conflicts with/for customers to encourage repeat business.

Introductory Competency	Essential Competency	Advanced Competency
	3.2.1 Handle difficult customers (CR:009, EI LAP 1) (CS) 3.2.2 Handle customer/client complaints (CR:010, HR LAP 23) (CS)	

Topic 3.3 Reinforce company's image to exhibit the company's brand promise.

Introductory Competency	Essential Competency	Advanced Competency
	3.3.1 Identify company's brand promise (CR:001) (CS) 3.3.2 Determine ways of reinforcing the company's image through employee performance (CR:002) (CS)	

Topic 3.4 Understand the nature of customer relationship management to show its contributions to a company.

Introductory Competency	Essential Competency	Advanced Competency
	3.4.1 Discuss the nature of customer relationship management (CR:016) (CS) 3.4.2 Explain the role of ethics in customer relationship management (CR:017) (SP)	3.4.3 Describe the use of technology in customer relationship management (CR:018) (SP)

Standard 4: Economics

Understands the economic principles and concepts fundamental to business operations

Topic 4.1: Understand fundamental economic concepts to obtain a foundation for employment in business.

Introductory Competency	Essential Competency	Advanced Competency
	4.1.1 Distinguish between economic goods and services (EC:002, EC LAP 10) (CS) 4.1.2 Explain the concept of economic resources (EC:003, EC LAP 14) (CS) 4.1.3 Describe the concepts of economics and economic activities (EC:001, EC LAP 6) (CS) 4.1.4 Determine economic utilities created by business activities (EC:004, EC LAP 13) (CS) 4.1.5 Explain the principles of supply and demand (EC:005, EC LAP 11) (CS) 4.1.6 Describe the functions of prices in markets (EC:006, EC LAP 12) (CS)	

Topic 4.2: Understand the nature of business to show its contributions to society.

Introductory Competency	Essential Competency	Advanced Competency
	4.2.1 Explain the role of business in society (EC:070, MB LAP 6) (CS) 4.2.2 Describe types of business activities (EC:071, EC LAP 19) (CS) 4.2.3 Explain the nature of business ethics (EC:106) (SP)	4.2.4 Explain the organizational design of businesses (EC:103) (SP) 4.2.5 Discuss the global environment in which businesses operate (EC:104) (SP) 4.2.5 Describe factors that affect the business environment (EC:105) (SP) 4.2.6 Explain how organizations adapt to today's markets (EC:107) (SP)

Topic 4.3: Understand economic systems to be able to recognize the environments in which businesses function.

Introductory Competency	Essential Competency	Advanced Competency
	4.3.1 Explain the types of economic systems (EC:007, EC LAP 17) (CS) 4.3.2 Explain the concept of private enterprise (EC:009, EC LAP 15) (CS) 4.3.3 Identify factors affecting a business's profit (EC:010, EC LAP 2) (CS) 4.3.4 Determine factors affecting business risk (EC:011, EC LAP 3) (CS) 4.3.5 Explain the concept of competition (EC:012, EC LAP 8) (CS)	4.3.6 Describe market structures (EC:075) (SP)

Topic 4.4: Acquire knowledge of the impact of government on business activities to make informed economic decisions.

Introductory Competency	Essential Competency	Advanced Competency
	4.4.1 Determine the relationship between government and business (EC:008, EC LAP 16) (CS)	4.4.2 Describe the nature of taxes (EC:072) (SP) 4.4.3 Discuss the nature of monetary policy (EC:073) (MN) 4.4.4 Discuss the supply and demand for money (EC:096) (MN) 4.4.5 Explain the role of the Federal Reserve System (EC:097) (MN) 4.4.6 Explain the concept of fiscal policies (EC:074) (MN) 4.4.7 Describe the effects of fiscal and monetary policies (EC:098) (MN)

Topic 4.5: Analyze cost/profit relationships to guide business decision-making.		
Introductory Competency	Essential Competency	Advanced Competency
	4.5.1 Explain the concept of productivity (EC:013, EC LAP 18) (CS)	4.5.2 Analyze impact of specialization/division of labor on productivity (EC:014, EC LAP 7) (SP) 4.5.3 Explain the concept of organized labor and business (EC:015, EC LAP 5) (SP) 4.5.4 Explain the impact of the law of diminishing returns (EC:023) (SP) 4.5.5 Describe the concept of economies of scale (EC:077) (MN)
Topic 4.6: Understand economic indicators to recognize economic trends and conditions.		
Introductory Competency	Essential Competency	Advanced Competency
	4.6.1 Describe the concept of price stability as an economic measure (EC:080) (SP) 4.6.2 Discuss the measure of consumer spending as an economic indicator (EC:081) (SP) 4.6.3 Explain the concept of Gross Domestic Product (GDP) (EC:017, EC LAP 1) (SP)	4.6.4 Discuss the impact of a nation's unemployment rates (EC:082) (SP) 4.6.5 Describe the economic impact of inflation on business (EC:083) (SP) 4.6.6 Explain unemployment and inflation tradeoffs (EC:099) (SP) 4.6.7 Explain the economic impact of interest-rate fluctuations (EC:084) (SP) 4.6.8 Determine the impact of business cycles on business activities (EC:018, EC LAP 9) (SP)
Topic 4.7: Determine global trade's impact on business decision-making.		
Introductory Competency	Essential Competency	Advanced Competency
		4.7.1 Explain the nature of global trade (EC:016, EC LAP 4) (SP) 4.7.2 Describe the determinants of exchange rates and their effects on the domestic economy (EC:100) (SP) 4.7.3 Discuss the impact of cultural and social environments on global trade (EC:045) (SP) 4.7.4 Explain labor issues associated with global trade (EC:101) (SU)

Standard 5: Emotional Intelligence

Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others

Topic 5.1: Foster self-understanding to recognize the impact of personal feelings on others.

Introductory Competency	Essential Competency	Advanced Competency
5.1.1 Describe the nature of emotional intelligence (EI:001, EI LAP 6) (PQ) 5.1.2 Explain the concept of self-esteem (EI:016, HR LAP 12) (PQ) 5.1.3 Recognize personal biases and stereotypes (EI:017) (PQ) 5.1.4 Assess personal strengths and weaknesses (EI:002) (PQ)		

Topic 5.2: Develop personal traits to foster career advancement.

Introductory Competency	Essential Competency	Advanced Competency
5.2.1 Exhibit self-confidence (EI:023) (PQ) 5.2.2 Demonstrate interest and enthusiasm (EI:020, HR LAP 20) (PQ) 5.2.3 Demonstrate initiative (EI:024, HR LAP 14) (PQ)	5.2.4 Identify desirable personality traits important to business (EI:018, HR LAP 10) (PQ)	

Topic 5.3: Apply ethics to demonstrate trustworthiness.

Introductory Competency	Essential Competency	Advanced Competency
5.3.1 Demonstrate responsible behavior (EI:021, PD LAP 7) (PQ) 5.3.2 Demonstrate honesty and integrity (EI:022, HR LAP 19) (PQ) 5.3.3 Demonstrate ethical work habits (EI:004, EI LAP 4) (PQ)		

Topic 5.4: Exhibit techniques to manage emotional reactions to people and situations.

Introductory Competency	Essential Competency	Advanced Competency
5.4.1 Exhibit a positive attitude (EI:019, EI LAP 3) (PQ) 5.4.2 Demonstrate self-control (EI:025, HR LAP 18) (PQ) 5.4.3 Explain the use of feedback for personal growth (EI:003, HR LAP 3) (PQ) 5.4.4 Adjust to change (EI:026, HR LAP 8) (PQ)		

Topic 5.5: Identify with others' feelings, needs, and concerns to enhance interpersonal relations.

Introductory Competency	Essential Competency	Advanced Competency
5.5.1 Respect the privacy of others (EI:029) (PQ) 5.5.2 Show empathy for others (EI:030, HR LAP 17) (PQ) 5.5.3 Exhibit cultural sensitivity (EI:033) (CS)		

Topic 5.6: Use communication skills to foster open, honest communications.

Introductory Competency	Essential Competency	Advanced Competency
	5.6.1 Explain the nature of effective communications (EI:007) (PQ) 5.6.2 Explain ethical considerations in providing information (EI:038) (SP)	

Topic 5.7: Use communication skills to influence others.

Introductory Competency	Essential Competency	Advanced Competency
	5.7.1 Persuade others (EI:012) (SP)	5.7.2 Demonstrate negotiation skills (EI:062, EI LAP 8) (SP)

Topic 5.8: Manage stressful situations to minimize negative workplace interactions.

Introductory Competency	Essential Competency	Advanced Competency
	5.8.1 Use appropriate assertiveness (EI:008, HR LAP 16) (PQ) 5.8.2 Use conflict-resolution skills (EI:015, EI LAP 7) (CS)	5.8.3 Explain the nature of stress management (EI:028) (SP)

Topic 5.9: Implement teamwork techniques to accomplish goals.

Introductory Competency	Essential Competency	Advanced Competency
	5.9.1 Participate as a team member (EI:045) (CS)	5.9.2 Use consensus-building skills (EI:011) (SP) 5.9.3 Motivate team members (EI:059) (SP) 5.9.4 Encourage team building (EI:044) (SU)
Topic 5.10: Employ leadership skills to achieve workplace objectives.		
Introductory Competency	Essential Competency	Advanced Competency
	5.10.1 Explain the concept of leadership (EI:009) (CS) 5.10.2 Determine personal vision (EI:063) (CS) 5.10.3 Demonstrate adaptability (EI:006) (CS) 5.10.4 Develop an achievement orientation (EI:027) (CS) 5.10.5 Lead change (EI:005) (CS) 5.10.6 Enlist others in working toward a shared vision (EI:060) (CS) 5.10.7 Coach others (EI:041) (CS)	5.10.8 Recognize/Reward others for their efforts and contributions (EI:014) (SU)
Topic 5.11: Manage internal and external business relationships to foster positive interactions.		
Introductory Competency	Essential Competency	Advanced Competency
	5.11.1 Treat others fairly at work (EI:036, HR LAP 24) (PO) 5.11.2 Foster positive working relationships (EI:037, EI LAP 5) (CS)	5.11.3 Maintain collaborative partnerships with colleagues (EI:061) (SP) 5.11.4 Explain the impact of political relationships within an organization (EI:034) (SP) 5.11.5 Explain the nature of organizational culture (EI:064) (MN)

Standard 6: Entrepreneurship

Understands the concepts, processes, and skills associated with identifying new ideas, opportunities, and methods and with creating or starting a new project or venture

Topic 6.1 Employ entrepreneurial discovery strategies to generate feasible ideas for business ventures.

Introductory Competency	Essential Competency	Advanced Competency
		6.1.1 Explain the need for entrepreneurial discovery (EN:001) (ON) 6.1.2 Discuss entrepreneurial discovery processes (EN:002) (ON) 6.1.3 Assess global trends and opportunities for business ventures (EN:003) (ON) 6.1.4 Determine opportunities for venture creation (EN:004) (ON) 6.1.5 Assess opportunities for venture creation (EN:005) (ON) 6.1.6 Generate venture ideas (EN:006) (ON) 6.1.7 Determine feasibility of venture ideas (EN:038) (ON)

Topic 6.2 Develop concept for new business venture to evaluate its success potential.

Introductory Competency	Essential Competency	Advanced Competency
		6.2.1 Describe entrepreneurial planning considerations (EN:007) (ON) 6.2.2 Explain tools used by entrepreneurs for venture planning (EN:008) (ON) 6.2.3 Assess start-up requirements (EN:009) (ON) 6.2.4 Assess risks associated with venture (EN:010) (ON) 6.2.5 Describe external resources useful to entrepreneurs during concept development (EN:011) (ON) 6.2.6 Assess the need to use external resources for concept development (EN:012) (ON) 6.2.7 Describe strategies to protect intellectual property (EN:013) (ON) 6.2.8 Use components of business plan to define venture idea (EN:014) (ON)

Topic 6.3 Determine needed resources for a new business venture to contribute to its start-up viability.

Introductory Competency	Essential Competency	Advanced Competency
		6.3.1 Describe processes used to acquire adequate financial resources for venture creation/start-up (EN:015) (ON) 6.3.2 Select sources to finance venture creation/start-up (EN:016) (ON) 6.3.3 Explain factors to consider in determining a venture's human-resources needs (EN:017) (ON) 6.3.4 Explain considerations in making the decision to hire staff (EN:018) (ON) 6.3.5 Describe considerations in selecting capital resources (EN:019) (ON) 6.3.6 Identify capital resources needed for the venture (EN:020) (ON) 6.3.7 Assess the costs/benefits associated with resources (EN:021) (ON)

Topic 6.4 Actualize new business venture to generate profit and/or meet objectives.

Introductory Competency	Essential Competency	Advanced Competency
		6.4.1 Use external resources to supplement entrepreneur's expertise (EN:022) (ON) 6.4.2 Explain the complexity of business operations (EN:023) (ON) 6.4.3 Evaluate risk-taking opportunities (EN:024) (ON) 6.4.4 Explain the need for business systems and procedures (EN:025) (ON) 6.4.5 Describe the use of operating procedures (EN:026) (ON) 6.4.6 Explain methods/processes for organizing work flow (EN:027) (ON) 6.4.7 Develop and/or provide product/service (EN:028) (ON) 6.4.8 Use creative problem-solving in business activities/decisions (EN:029) (ON) 6.4.9 Explain the impact of resource productivity on venture success (EN:030) (ON) 6.4.10 Create processes for ongoing opportunity recognition

		(EN:031) (ON) 6.4.11 Develop plan to invest resources into improving current products or creating new ones (EN:032) (ON) 6.4.12 Adapt to changes in business environment (EN:033) (ON)
Topic 6.5 Select harvesting strategies to identify entrepreneur's role in the business venture.		
Introductory Competency	Essential Competency	Advanced Competency
		6.5.1 Explain the need for continuation planning (EN:034) (ON) 6.5.2 Describe methods of venture harvesting (EN:035) (ON) 6.5.3 Evaluate options for continued venture involvement (EN:036) (ON) 6.5.4 Develop exit strategies (EN:037) (ON)

Standard 7: Financial Analysis

Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources

Topic 7.1: Understand the fundamental principles of money needed to make financial exchanges.

Introductory Competency	Essential Competency	Advanced Competency
<p>7.1.1 Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.) (FI:058) (PQ)</p> <p>7.1.2 Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.) (FI:059) (PQ)</p> <p>7.1.3 Describe functions of money (medium of exchange, unit of measure, store of value) (FI:060) (PQ)</p> <p>7.1.4 Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments, etc.) (FI:061) (PQ)</p>	<p>7.1.5 Explain the time value of money (FI:062) (CS)</p> <p>7.1.6 Explain the purposes and importance of credit (FI:002, FI LAP 2) (CS)</p> <p>7.1.7 Explain legal responsibilities associated with financial exchanges (FI:063)(CS)</p>	

Topic 7.2: Analyze financial needs and goals to determine financial requirements.

Introductory Competency	Essential Competency	Advanced Competency
	<p>7.2.1 Explain the nature of financial needs (e.g., college, retirement, wills, insurance, etc.) (FI:064) (CS)</p> <p>7.2.2 Set financial goals (FI:065) (CS)</p> <p>7.2.3 Develop personal budget (FI:066) (CS)</p>	

Topic 7.3 Manage personal finances to achieve financial goals.		
Introductory Competency	Essential Competency	Advanced Competency
7.3.1 Explain the nature of tax liabilities (FI:067) (PQ) 7.3.2 Interpret a pay stub (FI:068) (PQ) 7.3.3 Read and reconcile bank statements (FI:070) (PQ)	7.3.4 Maintain financial records (FI:069) (CS) 7.3.5 Demonstrate the wise use of credit (FI:071) (CS) 7.3.6 Validate credit history (FI:072) (CS) 7.3.7 Protect against identity theft (FI:073) (CS) 7.3.8 Prepare personal income tax forms (i.e., 1040 EZ form) (FI:074) (CS)	
Topic 7.4 Understand the use of financial-services providers to aid in financial-goal achievement.		
Introductory Competency	Essential Competency	Advanced Competency
	7.4.1 Describe types of financial-services providers (FI:075) (CS) 7.4.2 Discuss considerations in selecting a financial-services provider (FI:076) (CS)	
Topic 7.5 Use investment strategies to ensure financial well-being.		
Introductory Competency	Essential Competency	Advanced Competency
		7.5.1 Explain types of investments (FI:077) (SP) 7.5.2 Explain the nature of capital investment (FI:078) (MN) 7.5.3 Establish investment goals and objectives (FI:079) (MN)
Topic 7.6 Identify potential business threats and opportunities to protect a business's financial well-being.		
Introductory Competency	Essential Competency	Advanced Competency
		7.6.1 Describe the concept of insurance (FI:081) (CS) 7.6.2 Obtain insurance coverage (FI:082) (ON) 7.6.3 Settle insurance losses (FI:083) (ON) 7.6.4 Identify speculative business risks (FI:080) (MN) 7.6.5 Explain the nature of risk management (FI:084, BA LAP 2) (MN)

Topic 7.7 Acquire a foundational knowledge of accounting to understand its nature and scope.		
Introductory Competency	Essential Competency	Advanced Competency
7.7.1 Explain the concept of accounting (FI:085, FI LAP 5) (CS)	7.7.2 Explain the need for accounting standards (GAAP) (FI:086) (CS) 7.7.3 Explain the use of technology in accounting (FI:352) (SP)	7.7.4 Discuss the role of ethics in accounting (FI:351) (SP) 7.7.5 Explain legal considerations for accounting (FI:353) (SP)
Topic 7.8 Implement accounting procedures to track money flow and to determine financial status.		
Introductory Competency	Essential Competency	Advanced Competency
		7.8.1 Describe the nature of cash flow statements (FI:091, FI LAP 6) (SP) 7.8.2 Prepare cash flow statements (FI:092) (MN) 7.8.3 Explain the nature of balance sheets (FI:093) (SP) 7.8.4 Describe the nature of income statements (FI:094, FI LAP 4) (SP)
Topic 7.9 Acquire a foundational knowledge of finance to understand its nature and scope.		
Introductory Competency	Essential Competency	Advanced Competency
	7.9.1 Explain the role of finance in business (FI:354) (CS)	7.9.2 Discuss the role of ethics in finance (FI:355) (SP) 7.9.3 Explain legal considerations for finance (FI:356) (SP)
Topic 7.10 Implement financial skills to obtain business credit and to control its use.		
Introductory Competency	Essential Competency	Advanced Competency
		7.10.1 Explain the purposes and importance of obtaining business credit (FI:023) (ON) 7.10.2 Analyze critical banking relationships (FI:039) (ON) 7.10.3 Make critical decisions regarding acceptance of bank cards (FI:040) (ON) 7.10.4 Determine financing needed for business operations (FI:043) (ON) 7.10.5 Identify risks associated with obtaining business credit (FI:041) (ON)

		7.10.6 Explain sources of financial assistance (FI:031) (ON) 7.10.7 Explain loan evaluation criteria used by lending institutions (FI:034) (ON) 7.10.8 Complete loan application package (FI:033) (ON)
Topic 7.11 Manage financial resources to ensure solvency.		
Introductory Competency	Essential Competency	Advanced Competency
	7.11.1 Describe the nature of budgets (FI:106, FI LAP 3) (SP)	7.11.2 Explain the nature of operating budgets (FI:098) (SU) 7.11.3 Describe the nature of cost/benefit analysis (FI:357) (MN) 7.11.4 Determine relationships among total revenue, marginal revenue, output, and profit (FI:358) (MN) 7.11.5 Develop company's/department's budget (FI:099) (MN) 7.11.6 Forecast sales (FI:096, IM LAP 4) (MN) 7.11.7 Calculate financial ratios (FI:097) (MN) 7.11.8 Interpret financial statements (FI:102) (MN)
Topic 7.12 Manage marketing finances to monitor and measure return on marketing investment (ROMI).		
Introductory Competency	Essential Competency	Advanced Competency
		7.12.1 Allocate marketing budget (FI:320) (MN) 7.12.2 Calculate return on marketing investment (ROMI) (FI:321) (MN)

Standard 8: Human Resource Management

Understands the tools techniques, and systems that businesses use to plan, staff, lead, and organize its human resources

Topic 8.1 Understand the role and function of human resources management to obtain a foundational knowledge of its nature and scope.

Introductory Competency	Essential Competency	Advanced Competency
	8.1.1 Discuss the nature of human resources management (HR:410) (CS)	8.1.2 Explain the role of ethics in human resources management (HR:411) (SP) 8.1.3 Describe the use of technology in human resources management (HR:412) (SP)

Topic 8.2 Implement organizational skills to facilitate others' work efforts.

Introductory Competency	Essential Competency	Advanced Competency
		8.2.1 Assist employees with prioritizing work responsibilities (HR:385) (SU) 8.2.2 Delegate work to others (HR:386) (SU) 8.2.3 Coordinate efforts of cross- functional teams to achieve project/company goals (HR:387) (SU) 8.2.4 Manage collaborative efforts (HR:388) (SU) 8.2.5 Harmonize tasks, projects, and employees in the context of business priorities (HR:389) (SU)

Topic 8.3 Staff a business unit to satisfy work demands while adhering to budget constraints.

Introductory Competency	Essential Competency	Advanced Competency
		8.3.1 Determine hiring needs (HR:353) (SU) 8.3.2 Screen job applications/resumes (HR:354) (SU) 8.3.3 Interview job applicants (HR:355) (SU) 8.3.4 Discuss employee compensation (HR:390) (SU) 8.3.5 Select and hire new employees (HR:356) (SU) 8.3.6 Conduct exit interviews (HR:357) (SU)

		8.3.7 Dismiss/Fire employees (HR:358) (SU) 8.3.8 Maintain human resources records (HR:359) (SU)
Topic 8.4: Manage staff growth and development to increase productivity and employee satisfaction.		
Introductory Competency	Essential Competency	Advanced Competency
	8.4.1 Orient new employees (HR:360) (CS)	8.4.2 Orient new employees (management's role) (HR:361, MN LAP 44) (SU) 8.4.3 Explain the role of training and human resources development (HR:362, MN LAP 42) (SU) 8.4.4 Explain the nature of management/supervisory training (HR:363, MN LAP 50) (SU) 8.4.5 Coach employees (HR:364) (SU) 8.4.6 Recognize/Reward employees (HR:365) (SU) 8.4.7 Maintain ongoing discussion of issues related to compensation (HR:391) (SU) 8.4.8 Train staff (HR:392) (SU) 8.4.9 Supervise staff (HR:393) (SU) 8.4.10 Assess employee performance (HR:368) (SU) 8.4.11 Ensure equitable opportunities for employees (HR:367, MN LAP 55) (MN)
Topic 8.5 Resolve staff issues/problems to enhance productivity and improve employee relationships.		
Introductory Competency	Essential Competency	Advanced Competency
		8.5.1 Handle employee complaints and grievances (HR:366, MN LAP 45) (SU) 8.5.2 Explain issues associated with the payroll process (HR:394) (SU) 8.5.3 Explain the nature of remedial action (HR:369) (SU)

Topic 8.6 Implement organizational skills to facilitate work efforts.		
Introductory Competency	Essential Competency	Advanced Competency
		8.6.1 Determine internal/external resource requirements and responsibilities for projects (HR:400) (MN)
Topic 8.7 Manage staff growth and development to increase productivity and employee satisfaction.		
Introductory Competency	Essential Competency	Advanced Competency
		8.7.1 Conduct product “show and tell” (HR:398) (SU) 8.7.2 Conduct contests to motivate employees (HR:397) (SU) 8.7.3 Foster “right” environment for employees (HR:403) (SU) 8.7.4 Hold special events for employees (HR:404) (SU) 8.7.5 Involve staff in company activities (HR:405) (SU)

Standard 9: Information Management

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

Topic 9.1 Use information literacy skills to increase workplace efficiency and effectiveness.

Introductory Competency	Essential Competency	Advanced Competency
9.1.1 Assess information needs (NF:077) (CS) 9.1.2 Obtain needed information efficiently (NF:078) (CS) 9.1.3 Evaluate quality and source of information (NF:079) (CS) 9.1.4 Apply information to accomplish a task (NF:080) (CS) 9.1.5 Store information for future use (NF:081) (CS)		

Topic 9.2 Acquire a foundational knowledge of information management to understand its nature and scope.

Introductory Competency	Essential Competency	Advanced Competency
	9.2.1 Discuss the nature of information management (NF:110) (CS)	9.2.2 Explain the role of ethics in information management (NF:111) (SP) 9.2.3 Explain legal issues associated with information management (NF:076) (SP)

Topic 9.3 Utilize information-technology tools to manage and perform work responsibilities.

Introductory Competency	Essential Competency	Advanced Competency
<p>9.3.1 Identify ways that technology impacts business (NF:003) (PQ)</p> <p>9.3.2 Explain the role of information systems (NF:083) (PQ)</p> <p>9.3.3 Discuss principles of computer systems (NF:084) (PQ)</p> <p>9.3.4 Use basic operating systems (NF:085) (PQ)</p> <p>9.3.5 Describe the scope of the Internet (NF:086) (PQ)</p> <p>9.3.6 Demonstrate basic e-mail functions (NF:004) (PQ)</p> <p>9.3.7 Demonstrate personal information management/productivity applications (NF:005) (PQ)</p> <p>9.3.8 Demonstrate basic web-search skills (NF:006) (PQ)</p> <p>9.3.9 Demonstrate basic word processing skills (NF:007) (PQ)</p> <p>9.3.10 Demonstrate basic presentation applications (NF:008) (PQ)</p> <p>9.3.11 Demonstrate basic database applications (NF:009) (PQ)</p> <p>9.3.12 Demonstrate basic spreadsheet applications (NF:010) (PQ)</p>	<p>9.3.13 Use an integrated business software application package (NF:088) (CS)</p> <p>9.3.14 Demonstrate collaborative/groupware applications (NF:011) (CS)</p>	<p>9.3.15 Create and post basic web page (NF:042) (SP)</p> <p>9.3.16 Establish specifications for selecting hardware/software systems (NF:091) (MN)</p> <p>9.3.17 Determine venture's information technology needs (NF:012) (MN)</p>

Topic 9.4 Maintain business records to facilitate business operations.

Introductory Competency	Essential Competency	Advanced Competency
		<p>9.4.1 Describe the nature of business records (NF:001, NF LAP 1) (SP)</p> <p>9.4.2 Maintain customer records (NF:002) (SP)</p>

Topic 9.5 Acquire information to guide business decision-making

Introductory Competency	Essential Competency	Advanced Competency

	9.5.1 Describe current business trends (NF:013) (SP)	9.5.2 Monitor internal records for business information (NF:014) (SP) 9.5.3 Conduct an environmental scan to obtain business information (NF:015) (SP) 9.5.4 Interpret statistical findings (NF:093) (SP)
Topic 9.6: Utilize information-technology tools to manage and perform work responsibilities.		
Introductory Competency	Essential Competency	Advanced Competency
		9.6.1 Analyze the impact of technology on marketing (NF:094) (SP)
Topic 9.7: Maintain marketing information to facilitate merchandising activities		
Introductory Competency	Essential Competency	Advanced Competency
		9.7.1 Maintain purchase orders (NF:102) (SP) 9.7.2 Maintain order logs (NF:108) (SP)

Standard 10: Marketing
Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives

Topic 10.1 Understand marketing’s role and function in business to facilitate economic exchanges with customers.

Introductory Competency	Essential Competency	Advanced Competency
	10.1.1 Explain marketing and its importance in a global economy (MK:001, BA LAP 11) (CS) 10.1.2 Describe marketing functions and related activities (MK:002, MK LAP 1) (CS)	

Topic 10.2 Acquire foundational knowledge of customer/client/business behavior to understand what motivates decision-making.

Introductory Competency	Essential Competency	Advanced Competency
	10.2.1 Explain customer/client/business buying behavior (MK:014) (CS) 10.2.2 Discuss actions employees can take to achieve the company’s desired results (MK:015) (CS)	10.2.3 Demonstrate connections between company actions and results (e.g., influencing consumer buying behavior, gaining market share, etc.) (MK:019) (SP)

Topic 10.3 Understand company’s unique selling proposition to recognize what sets the company apart from its competitors.

Introductory Competency	Essential Competency	Advanced Competency
		10.3.1 Identify company’s unique selling proposition (MK:016) (SP) 10.3.2 Identify internal and external service standards (MK:017) (SP)

Standard 11: Operations

Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning

Topic 11.1 Understand operation's role and function in business to value its contribution to a company.

Introductory Competency	Essential Competency	Advanced Competency
	11.1.1 Explain the nature of operations (OP:189) (CS)	11.1.2 Discuss the role of ethics in operations (OP:190) (SP) 11.1.3 Describe the use of technology in operations (OP:191) (SP)

Topic 11.2 Adhere to health and safety regulations to support a safe work environment.

Introductory Competency	Essential Competency	Advanced Competency
11.2.1 Describe health and safety regulations in business (OP:004) (PQ) 11.2.2 Report noncompliance with business health and safety regulations (OP:005) (PQ)		

Topic 11.3 Implement safety procedures to minimize loss.

Introductory Competency	Essential Competency	Advanced Competency
11.3.1 Follow instructions for use of equipment, tools, and machinery (OP:006) (PQ) 11.3.2 Follow safety precautions (OP:007, RM LAP 2) (PQ)	11.3.3 Maintain a safe work environment (OP:008) (CS) 11.3.4 Explain procedures for handling accidents (OP:009, RM LAP 3) (CS) 11.3.5 Handle and report emergency situations (OP:010) (CS)	

Topic 11.4 Determine needed safety policies/procedures to protect employees.		
Introductory Competency	Essential Competency	Advanced Competency
		11.4.1 Identify potential safety issues (OP:151) (MN) 11.4.2 Establish safety policies and procedures (OP:012) (MN)
Topic 11.5 Implement security policies/procedures to minimize chance for loss.		
Introductory Competency	Essential Competency	Advanced Competency
	11.5.1 Explain routine security precautions (OP:013, RM LAP 4) (CS) 11.5.2 Follow established security procedures/policies (OP:152) (CS) 11.5.3 Protect company information and intangibles (OP:153) (CS)	
Topic 11.6 Develop policies/procedures to protect workplace security.		
Introductory Competency	Essential Competency	Advanced Competency
		11.6.1 Identify potential security issues (OP:154) (MN) 11.6.2 Establish policies to protect company information and intangibles (OP:155) (MN) 11.6.3 Establish policies to maintain a non-hostile work environment (OP:156) (MN) 11.6.4 Establish policies and procedures to maintain physical security of the work environment (OP:157) (MN)

Topic 11.7 Utilize project-management skills to improve workflow and minimize costs.

Introductory Competency	Essential Competency	Advanced Competency
		11.7.1 Explain the nature of project management (OP:158) (SP) 11.7.2 Identify resources needed for project (OP:003) (SP) 11.7.3 Develop project plan (OP:001) (SP) 11.7.4 Apply project-management tools to monitor project progress (OP:002) (SP) 11.7.5 Evaluate project results (OP:159) (SP)

Topic 11.8 Implement purchasing activities to obtain business supplies, equipment, and services.

Introductory Competency	Essential Competency	Advanced Competency
	11.8.1 Explain the nature and scope of purchasing (OP:015) (CS) 11.8.2 Place orders/reorders (OP:016) (CS) 11.8.3 Maintain inventory of supplies (OP:031) (CS)	11.8.4 Manage the bid process in purchasing (OP:160) (SP) 11.8.5 Select vendors (OP:161) (SP) 11.8.6 Evaluate vendor performance (OP:162) (SP)

Topic 11.9 Understand production's role and function in business to recognize its need in an organization.

Introductory Competency	Essential Competency	Advanced Competency
	11.9.1 Explain the concept of production (OP:017, BA LAP 1) (CS) 11.9.2 Describe production activities (OP:018) (CS)	

Topic 11.10 Implement quality-control processes to minimize errors and to expedite workflow.		
Introductory Competency	Essential Competency	Advanced Competency
	11.10.1 Identify quality-control measures (OP:163) (SP)	11.10.2 Utilize quality control methods at work (OP:164) (SP) 11.10.3 Describe crucial elements of a quality culture (OP:019) (SP) 11.10.4 Describe the role of management in the achievement of quality (OP:020) (MN) 11.10.5 Establish efficient operating systems (OP:022) (MN)
Topic 11.11 Implement expense-control strategies to enhance a business's financial well being.		
Introductory Competency	Essential Competency	Advanced Competency
		11.11.1 Explain the nature of overhead/operating costs (OP:024) (SP) 11.11.2 Explain employee's role in expense control (OP:025, MN LAP 56) (SP) 11.11.3 Control use of supplies (OP:026) (SU) 11.11.4 Conduct breakeven analysis (OP:192) (MN) 11.11.5 Negotiate service and maintenance contracts (OP:027) (MN) 11.11.6 Negotiate lease or purchase of facility (OP:028) (MN) 11.11.7 Develop expense control plans (OP:029) (MN) 11.11.8 Use budgets to control operations (OP:030) (MN)
Topic 11.12 Maintain property and equipment to facilitate ongoing business activities.		
Introductory Competency	Essential Competency	Advanced Competency
	11.12.1 Identify routine activities for maintaining business facilities and equipment (OP:032) (SP)	11.12.2 Plan maintenance program (OP:033) (MN)
Topic 11.13 Understand Security Conditions		

Introductory Competency	Essential Competency	Advanced Competency
		11.13.1 Explain security considerations in marketing management (OP:173) (SP)
Topic 11.14 Implement organizational skills to improve efficiency and work flow.		
Introductory Competency	Essential Competency	Advanced Competency
		11.14.1 Develop an operational plan of marketing activities/initiatives (OP:170) (MN)
Topic 11.15 Implement expense-control strategies to enhance a business's financial well-being.		
Introductory Competency	Essential Competency	Advanced Competency
		11.15.1 Adjust marketing budget in response to new market opportunities (OP:166) (MN)
Topic 11.16 Implement security measures to minimize loss**		
Introductory Competency	Essential Competency	Advanced Competency
		11.16.1 Explain policies/procedures for handling shoplifters (OP:122) (CS) 11.16.2 Devise/Enact merchandise security measures to minimize inventory shrinkage (OP:172) (SP)

Topic 11.17 Implement organizational skills to improve efficiency and workflow.**		
Introductory Competency	Essential Competency	Advanced Competency
		11.17.1 Follow up orders (OP:040) (CS)
Topic 11.18 Prepare registers/terminals for sales operations.**		
Introductory Competency	Essential Competency	Advanced Competency
		11.18.1 Prepare cash drawers/banks (OP:194) (CS) 11.18.2 Open/Close register/terminal (OP:195)(CS)

Standard 12: Professional Development

Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career.

Topic 12.1 Acquire self-development skills to enhance relationships and improve efficiency in the work environment.

Introductory Competency	Essential Competency	Advanced Competency
12.1.1 Maintain appropriate personal appearance (PD:002, PD LAP 5) (PQ) 12.1.2 Demonstrate systematic behavior (PD:009, HR LAP 4) (PQ)	12.1.3 Set personal goals (PD:018, HR LAP 6) (CS)	

Topic 12.2 Utilize critical-thinking skills to determine best options/outcomes.

Introductory Competency	Essential Competency	Advanced Competency
	12.2.1 Explain the need for innovation skills (PD:126) (CS) 12.2.2 Make decisions (PD:017, PD LAP 10) (CS) 12.2.3 Demonstrate problem-solving skills (PD:077, IS LAP 2) (CS) 12.2.4 Demonstrate appropriate creativity (PD:012, PD LAP 2) (SP) 12.2.5 Use time-management skills (PD:019, OP LAP 1) (SP)	

Topic 12.3 Participate in career-planning to enhance job-success potential.

Introductory Competency	Essential Competency	Advanced Competency
12.3.1 Assess personal interests and skills needed for success in business (PD:013, HR LAP 2) (PQ) 12.3.2 Analyze employer expectations in the business environment (PD:020) (PQ) 12.3.3 Explain the rights of workers (PD:021) (PQ)	12.3.4 Identify sources of career information (PD:022) (CS) 12.3.5 Identify tentative occupational interest (PD:023) (CS) 12.3.6 Explain employment opportunities in business (PD:025, PD LAP 15) (CS)	

Topic 12.4 Implement job-seeking skills to obtain employment.

Introductory Competency	Essential Competency	Advanced Competency
12.4.1 Utilize job-search strategies (PD:026) (PQ) 12.4.2 Complete a job application (PD:027) (PQ) 12.4.3 Interview for a job (PD:028) (PQ)	12.4.4 Write a follow-up letter after job interviews (PD:029) (CS) 12.4.5 Write a letter of application (PD:030) (CS) 12.4.6 Prepare a résumé (PD:031) (CS)	12.4.7 Use networking techniques to identify employment opportunities (PD:037) (SP)
Topic 12.5 Utilize career-advancement activities to enhance professional development.		
Introductory Competency	Essential Competency	Advanced Competency
12.5.1 Describe techniques for obtaining work experience (e.g., volunteer activities, internships) (PD:032) (PQ) 12.5.2 Explain the need for ongoing education as a worker (PD:033) (PQ) 12.5.3 Explain possible advancement patterns for jobs (PD:034) (PQ)	12.5.4 Identify skills needed to enhance career progression (PD:035) (SP)	12.5.5 Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors) (PD:036, CD LAP 1) (SP)
Topic 12.6 Understand responsibilities in marketing to demonstrate ethical/legal behavior.		
Introductory Competency	Essential Competency	Advanced Competency
		12.6.1 Explain the need for professional and ethical standards in marketing (PD:137) (SP)

Standard 13: Strategic Management

Understands strategies and concepts relating to strategic management within the business

Topic 13.1: Recognize management's role to understand its contribution to business success

Introductory Competency	Essential Competency	Advanced Competency
	13.1.1 Explain the concept of management (SM:001, BA LAP 6) (CS)	13.1.2 Explain the nature of managerial ethics (SM:002) (MN)

Topic 13.2: Utilize planning tools to guide organization's/ department's activities.

Introductory Competency	Essential Competency	Advanced Competency
		13.2.1 Explain the nature of business plans (SM:007, SM LAP 1) (MN) 13.2.2 Develop company goals/objectives (SM:008) (ON) 13.2.3 Define business mission (SM:009) (ON) 13.2.4 Conduct an organizational SWOT (SM:010) (ON) 13.2.5 Explain external planning considerations (SM:011, MN LAP 43) (MN) 13.2.6 Identify and benchmark key performance indicators (e.g., dashboards, scorecards, etc.) (SM:027) (MN) 13.2.7 Develop action plans (SM:012) (ON) 13.2.8 Develop business plan (SM:013) (ON)

Topic 13.3: Control an organization's/department's activities to encourage growth and development.

Introductory Competency	Essential Competency	Advanced Competency
		13.3.1 Describe the nature of managerial control (control process, types of control, what is controlled) (SM:004) (SP) 13.3.2 Analyze operating results in relation to budget/industry (SM:005) (MN) 13.3.3 Track performance of business plan (SM:006) (MN)

Marketing Core

Standard 14: Channel Management		
Understands the concepts and processes needed to identify, select, monitor, and evaluate sales channels		
Topic 14.1: Acquire foundational knowledge of channel management to understand its role in marketing.		
Introductory Competency	Essential Competency	Advanced Competency
	14.1.1 Explain the nature and scope of channel management (CM:001, DS LAP 1) (CS) 14.1.2 Explain the relationship between customer service and channel management (CM:002) (CS) 14.1.3 Explain the nature of channels of distribution (CM:003, MB LAP 3) (CS) 14.1.4 Describe the use of technology in the channel management function (CM:004) (CS)	14.1.5 Explain legal considerations in channel management (CM:005) (SP) 14.1.6 Describe ethical considerations in channel management (CM:006) (SP)
Topic 14.2 Manage channel activities to minimize costs and to determine distribution strategies.		
Introductory Competency	Essential Competency	Advanced Competency
		14.2.1 Coordinate channel management with other marketing activities (CM:007) (SP) 14.2.2 Explain the nature of channel-member relationships (CM:008) (SP) 14.2.3 Explain the nature of channel strategies (CM:009) (MN) 14.2.4 Select channels of distribution (CM:010) (MN) 14.2.5 Evaluate channel members (CM:011) (MN)

Topic 14.3 Acquire foundational knowledge of distribution to understand its role in retailing.**

Introductory Competency	Essential Competency	Advanced Competency
		14.3.1 Explain distribution issues and trends (DS:103) (SP)

Topic 14.4 Utilize order-fulfillment processes to move product through the supply chain.**

Introductory Competency	Essential Competency	Advanced Competency
		14.4.1 Explain the relationship between customer service and distribution (DS:029) (CS) 14.4.2 Use an information system for order fulfillment (DS:056) (CS) 14.4.3 Fulfill orders (DS:088) (CS) 14.4.4 Analyze capabilities of electronic business systems to facilitate order fulfillment (DS:084) (MN) 14.4.5 Assess order fulfillment processes (DS:089) (MN) (SP)

Topic 14.5 Implement receiving processes to ensure accuracy and quality of incoming shipments.**

Introductory Competency	Essential Competency	Advanced Competency
		14.5.1 Explain the receiving process (DS:004, DS LAP 5) (CS) 14.5.2 Explain stock-handling techniques used in receiving deliveries (DS:005) (CS) 14.5.3 Process incoming merchandise (DS:085) (CS) 14.5.4 Resolve problems with incoming shipments (DS:086) (CS) 14.5.5 Establish receiving schedules (DS:038) (MN)

Topic 14.6 Utilize stock-handling procedures to process incoming merchandise**		
Introductory Competency	Essential Competency	Advanced Competency
		14.6.1 Attach source and anti-theft tags (DS:147) (CS) 14.6.2 Price mark merchandise (DS:011) (CS) 14.6.3 Make and record price changes (DS:012) (SP) 14.6.4 Identify hang-tag needs (DS:153) (SP) 14.6.5 Assign codes to each product item (DS:146) (SP) 14.6.6 Route stock to sales floor (DS:015) (CS) 14.6.7 Rotate stock (DS:118) (CS) 14.6.8 Process returned/damaged product (DS:009) (CS) 14.6.9 Transfer stock to/from branches (DS:018) (SP) 14.6.10 Enter product descriptions into a PoS system (DS:150) (SP) 14.6.11 Manage markdown process (DS:155) (MN)
Topic 14.7 Utilize warehousing procedures to store merchandise until needed.**		
Introductory Competency	Essential Competency	Advanced Competency
		14.7.1 Explain storing considerations (DS:013) (CS) 14.7.2 Explain the nature of warehousing (DS:032) (CS) 14.7.3 Store merchandise (DS:087) (CS) 14.7.4 Select appropriate storage equipment (DS:014) (MN) 14.7.5 Plan storage space (DS:039) (MN)
Topic 14.8 Utilize inventory -control methods to minimize costs and to meet customer demand**		
Introductory Competency	Essential Competency	Advanced Competency
		14.8.1 Maintain inventory levels (DS:023) (CS) 14.8.2 Report out-of-stocks (DS:157) (CS) 14.8.3 Complete inventory counts (DS:025, DS LAP 6) (CS) 14.8.4 Monitor merchandise classification system (DS:102) (SP) 14.8.5 Allocate merchandise to stores/regions (DS:143) (SP) 14.8.6 Track stock by location for department/class/vendor level (DS:158) (SP) 14.8.7 Describe inventory control systems (DS:019) (CS) 14.8.8 Explain types of unit inventory-control systems (DS:022, DS LAP 3) (SP) 14.8.9 Determine inventory shrinkage (DS:026, DS LAP 4) (SP) 14.8.10 Maintain inventory-control systems (DS:091) (SP)

		<p>14.8.11 Implement category management process (DS:113) (SP)</p> <p>14.8.12 Plan merchandise flow (turnover, lead time, peak seasons, delivery dates, etc.) (DS:156) (MN)</p> <p>14.8.13 Develop inventory-control systems (DS:092) (MN)</p>
Topic 14.9 Manage distribution activities to minimize costs and to determine distribution strategies.**		
Introductory Competency	Essential Competency	Advanced Competency
		<p>14.9.1 Ensure timely delivery of advertised merchandise (DS:149) (SP)</p> <p>14.9.2 Allocate shelf space (DS:144) (MN)</p> <p>14.9.3 Develop collaborative relationships with channel members (DS:093) (MN)</p> <p>14.9.4 Interpret channel strategies (DS:142) (MN)</p> <p>14.9.5 Establish system for processing dead/excess merchandise (DS:094) (MN)</p>
Topic 14.10 Assess distribution strategies to improve their effectiveness and to minimize their costs.**		
Introductory Competency	Essential Competency	Advanced Competency
		<p>14.10.1 Evaluate buyer-seller relationships (DS:151) (MN)</p> <p>14.10.2 Identify new vendors (DS:154) (MN)</p> <p>14.10.3 Assess sales and stock performance (DS:145) (MN)</p> <p>14.10.4 Conduct inventory valuation (LIFO, FIFO) (DS:148) (MN)</p> <p>14.10.5 Evaluate inventory status/performance (stock turnover, gross margin, return on inventory, open to buy, etc.) (DS:053) (MN)</p>

Standard 15: Marketing-Information Management

Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions

Topic 15.1: Acquire foundational knowledge of marketing-information management to understand its nature and scope.

Introductory Competency	Essential Competency	Advanced Competency
	15.1.1 Describe the need for marketing information (IM:012) (CS) 15.1.2 Explain the nature and scope of the marketing information management function (IM:001, IM LAP 2) (SP) 15.1.3 Explain the role of ethics in marketing-information management (IM:025) (SP) 15.1.4 Describe the use of technology in the marketing-information management function (IM:183) (SP)	

Topic 15.2: Understand marketing-research activities to show command of their nature and scope.

Introductory Competency	Essential Competency	Advanced Competency
	15.2.1 Explain the nature of marketing research (IM:010, IM LAP 5) (SP) 15.2.2 Explain types of primary marketing research (IM:276) (SP) 15.2.3 Identify sources of primary and secondary data (IM:280) (SP)	15.2.4 Explain research techniques (IM:281) (SP) 15.2.5 Determine the marketing-research problem/issue (IM:282) (SP) 15.2.6 Identify research approaches (e.g., observation, survey, experiment) appropriate to the research problem (IM:283) (SP) 15.2.7 Identify the relationship between the research purpose and the marketing research objectives +(IM:284) (SP) 15.2.8 Discuss the nature of sampling plans (i.e., who, how many, how chosen) (IM:285) (SP) 15.2.9 Describe types of rating scales (including Likert scales, semantic differential scales, behavior intention scales, etc.) (IM:286) (SP) 15.2.10 Explain the use of diaries (e.g., product, media-use,

		contact) (IM:287) (SP) 15.2.11 Explain the nature of qualitative research (IM:288) (SP)
Topic 15.3: Understand data-collection methods to evaluate their appropriateness for the research problem/issue.		
Introductory Competency	Essential Competency	Advanced Competency
		15.3.1 Identify information monitored for marketing decision making (IM:184) (SP) 15.3.2 Describe data-collection methods (e.g., observations, mail, telephone, Internet, discussion groups, interviews, scanners) (IM:289) (SP)
Topic 15.4: Interpret marketing information to test hypotheses and/or to resolve issues.		
Introductory Competency	Essential Competency	Advanced Competency
		15.4.1 Describe techniques for processing marketing information (IM:062) (SP) 15.4.2 Explain the use of descriptive statistics in marketing decision making (IM:191) (SP)
Topic 15.5: Assess marketing research briefs to determine comprehensiveness and clarity.		
Introductory Competency	Essential Competency	Advanced Competency
		15.5.1 Explain the nature of marketing research briefs (IM:290) (SP) 15.5.2 Determine usefulness of marketing research briefs (IM:291) (MN)
Topic: 15.6: Evaluate marketing research procedures and findings to assess their credibility.		

Introductory Competency	Essential Competency	Advanced Competency
		15.6.1 Identify sources of error and bias (e.g., response errors, interviewer errors, non-response errors, sample design) (IM:292) (SP) 15.6.2 Evaluate questionnaire design (e.g., types of questions, question wording, routing, sequencing, length, layout) (IM:293) (SP) 15.6.3 Assess information sources on basis of strengths and weaknesses (IM:294) (SP) 15.6.4 Assess timeliness of research information (IM:295) (SP) 15.6.5 Assess appropriateness of research methods for problem/issue (IM:296) (SP)
Topic 15.7 Analyze marketing information to make informed marketing decisions.		
Introductory Competency	Essential Competency	Advanced Competency
		15.7.1 Identify industry/economic trends that will impact business activities (IM:363) (MN) 15.7.2 Analyze market needs and opportunities (IM:302) (MN)

Topic 15.8 Report findings to communicate research information to others.

Introductory Competency	Essential Competency	Advanced Competency
	15.8.1 Display data in charts/graphs or in tables (IM:347) (SP) 15.8.2 Prepare and use presentation software to support reports (IM:386) (SP) 15.8.3 Prepare written reports for decision-making (IM:390) (SP)	

Topic 15.9 Assess marketing-information needs to develop a marketing information management system.

Introductory Competency	Essential Competency	Advanced Competency
		15.9.1 Assess marketing information needs (IM:182) (MN) 15.9.2 Identify issues and trends in marketing research (IM:364) (MN)

Topic 15.10 Design quantitative marketing-research activities to ensure accuracy, appropriateness, and adequacy of data-collection efforts.

Introductory Competency	Essential Competency	Advanced Competency
		15.10.1 Select appropriate research techniques (IM:398) (MN) 15.10.2 Identify the marketing-research problem/issue (IM:367) (MN) 15.10.3 Determine research approaches (e.g., observation, survey, experiment) appropriate to the research problem (IM:339) (MN) 15.10.4 Select data-collection methods (e.g., observations, mail, telephone, Internet, discussion groups, interviews, scanners) (IM:399) (MN) 15.10.5 Develop sampling plans (i.e., who, how many, how chosen) (IM:345) (MN) 15.10.6 Control sources of error and bias (e.g., response errors, interviewer errors, non-response errors, sample design) (IM:330) (MN)

		<p>15.10.7 Develop rating scales (including Likert scales, semantic differential scales, behavior intentionscales, etc.) (IM:344) (MN)</p> <p>15.10.8 Create simple questionnaires (e.g., types of questions, question wording, routing, sequencing, length, layout) (IM:332) (MN)</p>
Topic 15.11 Implement primary marketing-research strategy to test hypotheses and/or to resolve issues.		
Introductory Competency	Essential Competency	Advanced Competency
		<p>15.11.1 Administer questionnaires (IM:297) (SP)</p> <p>15.11.2 Conduct telephone interviews (IM:328) (SP)</p> <p>15.11.3 Conduct in-depth interviews IM:322) (SP)</p> <p>15.11.4 Conduct focus groups (IM:320) (MN)</p>
Topic 15.12 Process data to translate marketing information into useful insights/knowledge.		
Introductory Competency	Essential Competency	Advanced Competency
		<p>15.12.1 Group and score research data (IM:362) (SP)</p> <p>15.12.2 Tabulate data (IM:402) (SP)</p> <p>15.12.3 Analyze narrative text (e.g., sorting, classifying/categorizing, identifying patterns, interpreting, selecting mechanical analysis approaches) (IM:304) (SP)</p> <p>15.12.4 Interpret research data into information for decision making (IM:372) (SP)</p>

Topic 15.13 Apply statistical methods and software systems to aid in data interpretation.

Introductory Competency	Essential Competency	Advanced Competency
		15.13.1 Use statistical software systems (e.g., SPSS, Excel, Access, etc.) (IM:413) (SP)

Topic 15.14 Report findings to communicate research information to others.

Introductory Competency	Essential Competency	Advanced Competency
		15.14.1 Display data in charts/graphs or in tables (IM:347) (SP) 15.14.2 Write executive summary of research report (IM:414) (SP) 15.14.3 Prepare and use presentation software to support reports (IM:386) (SP) 15.14.4 Present findings orally (IM:391) (SP) 15.14.5 Prepare written reports for decision-making (IM:390) (SP)

Topic 15.15 Manage marketing information to facilitate product/service management decisions.

Introductory Competency	Essential Competency	Advanced Competency
		15.15.1 Conduct customer-satisfaction studies (IM:316) (MN) 15.15.2 Conduct service-quality studies (IM:327) (MN) 15.15.3 Determine attitudes towards products and brands (IM:337) (MN)

Standard 16: Market Planning

Understands the concepts and strategies utilized to determine and target marketing strategies to a select audience

Topic 16.1: Employ marketing-information to develop a marketing plan.

Introductory Competency	Essential Competency	Advanced Competency
	<p>16.1.1 Explain the concept of marketing strategies (MP:001, IM LAP 7) (CS)</p> <p>16.1.2 Explain the concept of market and market identification (MP:003, IM LAP 9) (CS)</p> <p>16.1.3 Explain the nature of marketing planning (MP:006) (SP)</p> <p>16.1.4 Explain the nature of marketing plans (MP:007) (SP)</p> <p>16.1.5 Explain the nature of sales forecasts (MP:013, IM LAP 3) (SP)</p>	<p>16.1.6 Identify considerations in implementing global marketing strategies (MP:002) (MN)</p> <p>16.1.7 Identify market segments (MP:004) (MN)</p> <p>16.1.8 Select target market (MP:005) (MN)</p> <p>16.1.9 Explain the role of situational analysis in the marketing planning process (MP:008) (SP)</p> <p>16.1.10 Conduct market analysis (market size, area, potential, etc.) (MP:009) (MN)</p> <p>16.1.11 Conduct SWOT analysis for use in the marketing planning process (MP:010) (MN)</p> <p>16.1.12 Assess global trends and opportunities (MP:011) (MN)</p> <p>16.1.13 Conduct competitive analysis (MP:012) (MN)</p> <p>16.1.14 Set marketing goals and objectives (MP:015) (MN)</p> <p>16.1.15 Select marketing metrics (MP:016) (MN)</p> <p>16.1.16 Set marketing budget (MP:017) (MN)</p> <p>16.1.17 Develop marketing plan (MP:018) (MN)</p>

Topic 16.2: Assess marketing strategies to improve return on marketing investment (ROMI).

Introductory competency	Essential Competency	Advanced Competency
		16.2.1 Describe measures used to control marketing planning (MP:019) (MN) 16.2.2 Explain strategies for linking performance measures to financial outcomes (MP:020) (MN) 16.2.3 Translate performance measures into financial outcomes (MP:021) (MN) 16.2.4 Monitor and evaluate performance of marketing plan (MP:022) (MN) 16.2.5 Assess cost-effectiveness of measurement tools (MP:023) (MN) 16.2.6 Conduct marketing audits (MP:024) (MN)

Standard 17: Pricing

Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value

Topic 17.1: Develop a foundational knowledge of pricing to understand its role in marketing.

Introductory competency	Essential Competency	Advanced Competency
	17.1.1 Explain the nature and scope of the pricing function (PI:001, PI LAP 2) (SP) 17.1.2 Describe the role of business ethics in pricing (PI:015) (SP) 17.1.3 Explain legal considerations for pricing (PI:017) (SP) 17.1.4 Explain factors affecting pricing decisions (PI:002, PI LAP 3) (SP)	17.1.5 Explain the use of technology in the pricing function (PI:016) (SP)

Topic 17.2 Employ pricing strategies to determine prices**

Introductory competency	Essential Competency	Advanced Competency
		17.2.1 Select approach for setting a base price (cost, demand, competition) (PI:018) (MN) 17.2.2 Determine cost of product (breakeven, ROI, markup) (PI:019) (MN) 17.2.3 Calculate break-even point (PI:006, PI LAP 4) (MN) 17.2.4 Describe pricing strategies (PI:045) (MN) 17.2.5 Select pricing strategies (PI:046) (MN) 17.2.6 Set prices (PI:007) (MN) 17.2.7 Adjust prices to maximize profitability (PI:008) (MN) 17.2.8 Develop seasonal pricing strategies (PI:064) (MN)

Standard 18: Product/Service Management

Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities

Topic 18.1: Acquire a foundational knowledge of product/service management to understand its nature and score.

Introductory competency	Essential Competency	Advanced Competency
	18.1.1 Explain the nature and scope of the product/service management function (PM:001, PP LAP 5) (SP) 18.1.2 Identify the impact of product life cycles on marketing decisions (PM:024) (SP)	18.1.3 Describe the use of technology in the product/service management function (PM:039) (SP) 18.1.4 Explain business ethics in product/service management (PM:040) (SP)

Topic 18.2: Generate product ideas to contribute to ongoing business success.

Introductory Competency	Essential Competency	Advanced Competency
		18.2.1 Identify product opportunities (PM:134) (SP) 18.2.2 Identify methods/techniques to generate a product idea (PM:127, PM LAP 11) (SP) 18.2.3 Generate product ideas (PM:128) (SP) 18.2.4 Determine initial feasibility of product idea (PM:129) (MN) 18.2.5 Adjust idea to create functional product (PM:204) (MN) 18.2.6 Identify champion to push ideas through to fruition (PM:205) (MN) 18.2.7 Create processes for ongoing opportunity recognition (PM:136) (MN)

Topic 18.3: Apply quality assurances to enhance product/service offerings.

Introductory competency	Essential Competency	Advanced Competency
	18.3.1 Describe the uses of grades and standards in marketing (PM:019, PM LAP 8) (CS) 18.3.2 Explain warranties and guarantees (PM:020, PP LAP 4) (CS)	18.3.3 Identify consumer protection provisions of appropriate agencies (PM:017, PP LAP 7) (SP) 18.3.4 Evaluate customer experience (PM:138) (MN)

Topic 18.4: Employ product-mix strategies to meet customer expectations.

Introductory competency	Essential Competency	Advanced Competency
	18.4.1 Explain the concept of product mix (PM:003, PP LAP 3) (SP)	18.4.2 Describe the nature of product bundling (PM:041) (SP) 18.4.3 Identify product to fill customer need (PM:130) (MN) 18.4.4 Plan product mix (PM:006) (MN) 18.4.5 Determine services to provide customers (PM:036) (MN)

Topic 18.5: Position products/services to acquire desired business image.

Introductory Competency	Essential Competency	Advanced Competency
	18.5.1 Explain the nature of product/service branding (PM:021, PM LAP 6) (SP)	18.5.2 Describe factors used by marketers to position products/services (PM:042) (SP) 18.5.3 Explain the role of customer service in positioning/image (PM:013, PM LAP 1) (MN) 18.5.4 Develop strategies to position products/services (PM:043) (MN) 18.5.5 Build product/service brand (PM:126, PM LAP 10) (MN)

Topic 18.6: Position company to acquire desired business image.

Introductory Competency	Essential Competency	Advanced Competency
		18.6.1 Explain the nature of corporate branding (PM:206) (SP) 18.6.2 Describe factors used by businesses to position corporate brands (PM:207) (SP) 18.6.3 Develop strategies to position corporate brands (PM:208) (MN) 18.6.4 Build corporate brands (PM:209) (MN)
Topic 18.7: Utilize assortment-mix strategies to create maximum mix of products at minimum cost.		
Introductory Competency	Essential Competency	Advanced Competency
		18.7.1 Obtain samples (PM:253) (SP) 18.7.2 Determine quality of merchandise to offer (PM:223) (SP) 18.7.3 Determine width and depth of assortment strategies (PM:225) (MN) 18.7.4 Select mix of brands (PM:256) (MN) 18.7.5 Plan merchandise assortment (e.g., styling, sizes, quantities, colors) (PM:254) (SP) 18.7.6 Identify new private brand opportunities (PM:244) (MN) 18.7.7 Develop seasonal assortment strategies (PM:230) (MN) 18.7.8 Develop style out strategy (PM:231) (MN)

Topic 18.8 Develop merchandise plans (budgets) to guide selection of retail products.		
Introductory Competency	Essential Competency	Advanced Competency
		18.8.1 Explain the nature of merchandise plans (budgets) (PM:061) (SP) 18.8.2 Calculate open-to-buy (PM:058) (SP) 18.8.3 Create/maintain daily sales plan (PM:219) (SP) 18.8.4 Identify emerging trends (PM:257) (SP) 18.8.5 Plan stock (PM:062) (SP) 18.8.6 Plan reductions (e.g., anticipated markdowns, employee/other discounts, stock shortages) (PM:063) (SP) 18.8.7 Plan purchases (PM:064) (SP) 18.8.8 Plan gross margin (PM:065) (MN) 18.8.9 Prepare merchandising plans (budgets) (PM:067) (MN)
Topic 18.9 Perform buying activities to obtain products for resale.		
Introductory competency	Essential Competency	Advanced Competency
		18.9.1 Write purchase orders (PM:258) (SP) 18.9.2 Analyze the use of central buying (PM:259) (SP) 18.9.3 Determine stock turnover (PM:224) (SP) 18.9.4 Determine what to buy/reorder (PM:260) (SP) 18.9.5 Determine quantities to buy/reorder (PM:261) (SP) 18.9.6 Determine when to buy/reorder (PM:262) (SP) 18.9.7 Establish reorder points (PM:232) (SP)

Topic 18.10 Analyze vendor performance to choose vendors and merchandise.

Introductory competency	Essential Competency	Advanced Competency
		18.10.1 Performance Indicators: 18.10.2 Evaluate vendors' merchandise (PM:239) (SP) 18.10.3 Choose vendors (PM:263) (SP) 18.10.4 Negotiate terms with vendors (PM:264) (SP)

Standard 19: Promotion

Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome

Topic 19.1: Acquire a foundational knowledge of promotion to understand its nature and scope.

Introductory Competency	Essential Competency	Advanced Competency
	19.1.1 Explain the role of promotion as a marketing function (PR:001, PR LAP 2) (CS) 19.1.2 Explain the types of promotion (PR:002, PR LAP 4) (CS) 19.1.3 Identify the elements of the promotional mix (PR:003, PR LAP 1) (SP) 19.1.4 Describe the use of business ethics in promotion (PR:099) (SP)	19.1.5 Describe the use of technology in the promotion function (PR:100) (SP) 19.1.6 Describe the regulation of promotion (PR:101) (SP)

Topic 19.2: Understand promotional channels used to communicate with targeted audiences.

Introductory Competency	Essential Competency	Advanced Competency
	19.2.1 Explain types of advertising media (PR:007, PR LAP 3) (SP) 19.2.2 Describe word-of-mouth channels used to communicate with targeted audiences (PR:247) (SP) 19.2.3 Explain the nature of direct marketing channels (PR:089) (SP) 19.2.4 Identify communications channels used in sales promotion (PR:249) (SP) 19.2.5 Explain communications channels used in public-relations activities (PR:250) (SP)	

Topic 19.3: Understand the use of an advertisement's components to communicate with targeted audiences.

Introductory Competency	Essential Competency	Advanced Competency
	19.3.1 Explain the components of advertisements (PR:014, PR LAP 7) (SP) 19.3.2 Explain the importance of coordinating elements in advertisements (PR:251) (SP)	

Topic 19.4: Understand the use of public-relations activities to communicate with targeted audiences.

Introductory Competency	Essential Competency	Advanced Competency
	19.4.1 Identify types of public-relations activities (PR:252) (SP)	19.4.2 Discuss internal and external audiences for public-relations activities (PR:253) (SP)

Topic 19.5: Understand the use of trade shows/expositions to communicate with targeted audiences.

Introductory Competency	Essential Competency	Advanced Competency
		19.5.1 Explain how businesses can use trade-show/exposition participation to communicate with targeted audiences (PR:254) (SP) 19.5.2 Explain considerations used to evaluate whether to participate in trade shows/expositions (PR:255) (SP)

Topic 19.6: Manage promotional activities to maximize return on promotional efforts.

Introductory Competency	Essential Competency	Advanced Competency
	19.6.1 Explain the nature of a promotional plan (PR:073) (SP)	19.6.2 Coordinate activities in the promotional mix (PR:076) (SP)

Topic 19.7: Evaluate long-term and short -term results of promotional efforts.		
Introductory Competency	Essential Competency	Advanced Competency
		19.7.1 Identify metrics to assess results of promotional efforts (PR:256) (MN) 19.7.2 Implement metrics to assess results of promotional efforts (PR:257) (MN)
Topic 19.8 Understand design principles used in advertising layouts to be able to communicate needs to designers.		
Introductory Competency	Essential Competency	Advanced Competency
		19.8.1 Describe the use of color in advertisements (PR:123) (SP) 19.8.2 Describe the elements of design (PR:222) (SP) 19.8.3 Discuss the use of illustrations in advertisements (PR:296) (SP)
Topic 19.9 Advertise to communicate promotional messages to targeted audiences.**		
Introductory Competency	Essential Competency	Advanced Competency
		19.9.1 Proof ads (PR:346) (SP) 19.9.2 Analyze ad performance (PR:258) (MN)
Topic 19.10 Utilize special events to increase sales.**		
Introductory Competency	Essential Competency	Advanced Competency
		19.10.1 Plan special events (PR:360) (SP) 19.10.2 Prepare store/department for special event (PR:068) (SP)

Topic 19.11 Employ visual merchandising techniques to increase interest in product offerings. **		
Introductory Competency	Essential Competency	Advanced Competency
		19.11.1 Explain the use of visual merchandising in retailing (PR:023) (CS) 19.11.2 Distinguish between visual merchandising and display (PR:302) (CS) 19.11.3 Place merchandise for impact (PR:342) (SP) 19.11.4 Determine on-floor assortments (PR:284) (SP) 19.11.5 Use cross-merchandising techniques (PR:358) (SP) 19.11.6 Read/Implement planograms (PR:349) (SP) 19.11.7 Create planograms (PR:270) (MN)
Topic 19. 12 Implement display techniques to attract customers and increase sales potential. **		
Introductory Competency	Essential Competency	Advanced Competency
		19.12.1 Explain types of display arrangements (PR:026) (CS) 19.12.2 Maintain displays (PR:052) (CS) 19.12.3 Dismantle/Store displays/display fixtures/forms (PR:054) (CS) 19.12.4 Create promotional signs (PR:109) (SP) 19.12.5 Select and use display fixtures/forms (PR:031) (SP) 19.12.6 Use lighting to highlight products (PR:359) (SP) 19.12.7 Set up point-of-sale displays and handouts (PR:114) (SP) 19.12.8 Create displays (PR:047) (SP)

Topic 19. 13 Manage promotional activities to maximize return on promotional activities and efforts.**

Introductory Competency	Essential Competency	Advanced Competency
		19.13.1 Develop promotional calendar (PR:209) (SP) 19.13.2 Plan/Schedule displays/themes with management (PR:077) (SP) 19.13.3 Execute seasonal vendor co-op participation plans (PR:311) (MN) 19.13.4 Develop visual presentation guidelines (PR:293) (MN) 19.13.5 Plan promotional strategy (promotional objectives, budget, promotional mix, etc.) (PR:343) (MN) 19.13.6 Measure success of promotional efforts (PR:339) (MN)

Standard 20: Selling:**Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities****Topic 20.1: Acquire a foundational knowledge of selling to understand its nature and scope.**

Introductory Competency	Essential Competency	Advanced Competency
	20.1.1 Explain the nature and scope of the selling function (SE:017, SE LAP 117) (CS) 20.1.2 Explain the role of customer service as a component of selling relationships (SE:076, SE LAP 130) (CS) 20.1.3 Explain company selling policies (SE:932, SE LAP 121) (CS)	20.1.4 Explain key factors in building a clientele (SE:828, SE LAP 115) (SP) 20.1.5 Describe the use of technology in the selling function (SE:107) (SP) 20.1.6 Describe the nature of selling regulations (SE:108) (SP)

Topic 20.2: Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.

Introductory Competency	Essential Competency	Advanced Competency
	20.2.1 Acquire product information for use in selling (SE:062) (CS) 20.2.2 Analyze product information to identify product features and benefits (SE:109, SE LAP 113) (SP)	

TOPIC: 20.3: Understand sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.

Introductory Competency	Essential Competency	Advanced Competency
	20.3.1 Explain the selling process (SE:048, SE LAP 126) (CS)	20.3.2 Discuss motivational theories that impact buying behavior (SE:359) (SP)

**Topic 20.4: Perform pre-sales activities to facilitate sales presentation.		
Introductory Competency	Essential Competency	Advanced Competency
		20.4.1 Prepare sales presentation (SE:067) (SP)
**Topic 20.5: Employ sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.		
Introductory Competency	Essential Competency	Advanced Competency
		20.5.1 Establish relationship with client/customer (SE:110, SE LAP 101) (CS) 20.5.2 Determine customer/client needs (SE:111, SE LAP 114) (CS) 20.5.3 Qualify customer's buying motives for use in selling (SE:399) (SP) 20.5.4 Demonstrate product (SE:893, SE LAP 103) (SP) 20.5.5 Convert customer/client objections into selling points (SE:874, SE LAP 100) (SP) 20.5.6 Close the sale (SE:895, SE LAP 107) (SP) 20.5.7 Demonstrate suggestion selling (SE:875, SE LAP 110) (SP)
**Topic 20.6: Conduct post-sales follow-up activities to foster ongoing relationships with customers.		
Introductory Competency	Essentials Competency	Advanced Competency
		20.6.1 Plan follow- up strategies for use in selling (SE:057, SE LAP 119) (SP)