

# Critical Standards for Finance

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### Finance Committee Contributors

Kay Anderson.....Iowa Division of Banking (Des Moines)  
Susan Clark.....ING (Des Moines)  
Derek Drahn.....AEGON Companies (Cedar Rapids)  
Nancy Dunkel.....Fidelity Bank (Dubuque)  
Joseph Jones .....Iowa Finance Authority (Des Moines)  
Jan Knock .....Iowa State Savings Bank (Creston)  
Lynn Robertson.....ING (Des Moines)  
Charles Walsh.....Farmers & Merchants Bank (Burlington)  
Jon Wilcke.....American National Bank (Menville)

Department of Ed Personnel: Pat Thieben, Colleen Hunt and Kelli Diemer

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# Knowledge & Skill Structures

Cluster: **Finance Core**

Cluster Topic: **Communication**

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

## Performance Elements:

- Read to acquire meaning from written material and to apply the information to a task.

Measurement Criteria:

- 1) Identify sources that provide relevant, valid written material
- 2) Extract relevant information from written materials
- 3) Apply written directions to achieve tasks
- 4) Analyze company resources to ascertain policies and procedures

- Apply active listening skills to demonstrate understanding of what is being said.

Measurement Criteria:

- 1) Explain communication techniques that support and encourage speakers
- 2) Follow oral directions
- 3) Demonstrate active listening skills

- Apply verbal skills to obtain and convey information.

Measurement Criteria:

- 1) Explain the nature of effective verbal communications
- 2) Ask relevant questions
- 3) Interpret others' nonverbal cues
- 4) Provide legitimate responses to inquiries
- 5) Give verbal directions
- 6) Employ communication styles appropriate to target audience
- 7) Defend ideas objectively
- 8) Handle telephone calls in a businesslike manner
- 9) Participate in group discussions
- 10) Make oral presentations

- Record information to maintain and present a report of business activity.

Measurement Criteria:

- 1) Utilize note-taking strategies
- 2) Organize information graphically
- 3) Select and use appropriate graphic aids

- Write internal and external business correspondence to convey and obtain information effectively.

- Measurement Criteria:
- 1) Explain the nature of effective written communications
  - 2) Select and utilize appropriate formats for professional writing
  - 3) Edit and revise written work consistent with professional standards
  - 4) Write professional e-mails
  - 5) Write and send business messages electronically
  - 6) Write business letters
  - 7) Write informational messages
  - 8) Write inquiries
  - 9) Write persuasive messages
  - 10) Write executive summaries
  - 11) Prepare simple written reports
  - 12) Prepare complex written reports
  - 13) Choose appropriate channel for workplace communication

- Communicate effectively with customers to foster positive relationships that enhance company image.

- Measurement Criteria:
- 1) Explain the nature of effective communication
  - 2) Reinforce service orientation through communication
  - 3) Respond to customer inquiries
  - 4) Adapt communication to the cultural and social differences among clients
  - 5) Interpret business policies to customers/clients
  - 6) Persuade others
  - 7) Demonstrate negotiation skills

# Knowledge & Skill Structures

Cluster: **Finance Core**

Cluster Topic: **Ethics, Community, Environmental, and Legal Responsibilities**

Cluster Knowledge and Skill Statement: **Understands business's responsibility to know, abide by, and enforce laws through the organization, regulations, and ethical behavior that affect business operations and transactions and community betterment.**

## Performance Elements:

- Employ ethical actions in obtaining and providing information to demonstrate trustworthiness

Measurement Criteria:

- 1) Respect the privacy of others
- 2) Explain ethical considerations in providing information
- 3) Protect confidential information
- 4) Determine information appropriate to obtain from a client or another employee
- 5) Explain the nature of business ethics
- 6) Demonstrate responsible behavior
- 7) Demonstrate honesty and integrity
- 8) Demonstrate ethical work habits

- Manage internal and external business relationships to foster positive interactions

Measurement Criteria:

- 1) Treat others fairly at work
- 2) Describe ethics in human resources issues
- 3) Discuss the role and responsibility of business in supporting the social, cultural, and economic environment of the community

- Acquire foundational knowledge of business laws and regulations to understand their nature and scope

Measurement Criteria:

- 1) Discuss the nature of law and sources of law in the United States
- 2) Describe the United States' judicial system
- 3) Describe legal issues affecting businesses
- 4) Describe the nature of legally binding contracts
- 5) Discuss the regulatory environment of the United States' business to understand the diversity of regulations
- 6) Discuss the nature of environmental law
- 7) Discuss human resources laws
- 8) Discuss the effect of commerce laws and regulations to continue business operations
- 9) Discuss the effect of tax laws and regulations regarding government requirements

- Understand government regulations pertaining to the finance industry to protect the company wellbeing
  - Measurement Criteria:
    - 1) Explain federal legislation impacting the finance industry (e.g., Gramm-Leach-Bliley Act, Sarbanes-Oxley Act, Uniform Commercial Code, etc.)
    - 2) Discuss the effect of tax laws and regulations on financial transactions
- Acquire a foundational knowledge of compliance to understand its nature and scope.
  - 1) Discuss the nature and scope of compliance in the finance industry
  - 2) Describe the use of technology in compliance
  - 3) Explain the role of business ethics in compliance
- Understand business responsibility as it impacts the environment

# Knowledge & Skill Structures

Cluster: **Finance Core**

Cluster Topic: **Employability and Career Development**

Cluster Knowledge and Skill Statement: **Understands concepts, tools, and strategies used to explore, obtain meaningful employment, and foster lifelong business career development**

## Performance Elements:

- Uphold workplace laws and regulations

Measurement Criteria:   1)    Act in a responsible manner toward others  
                                  2)    Exhibit sensitivity toward others and understand personal biases and stereotypes  
                                  3)    Assess personal strengths and weaknesses in terms of demands of the workplace

- Identify with others' feelings, needs, and concerns to enhance interpersonal relations.

Measurement Criteria:   1)    Show empathy for others  
                                  2)    Exhibit cultural sensitivity

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

Measurement Criteria:   1)    Maintain appropriate personal appearance  
                                  2)    Demonstrate systematic behavior understand personal biases and stereotypes  
                                  3)    Set personal goals  
                                  4)    Use feedback for personal growth

- Develop personal traits to foster career advancement.

Measurement Criteria:   1)    Identify desirable personality traits important to business  
                                  2)    Exhibit a positive attitude  
                                  3)    Exhibit self-confidence  
                                  4)    Demonstrate interest and enthusiasm  
                                  5)    Demonstrate initiative  
                                  6)    Foster positive working relationships

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

Measurement Criteria:

- 1) Assess personal interests and skills needed for success in business
- 2) Analyze employer expectations in the business environment
- 3) Explain the rights of workers
- 4) Explain the rights of employers
- 5) Identify sources of career information
- 6) Identify tentative occupational interest
- 7) Explain employment opportunities in business

- Implement job-seeking skills to obtain meaningful employment.

Measurement Criteria:

- 1) Utilize job-search strategies
- 2) Complete a job application
- 3) Interview for a job
- 4) Write a follow-up letter after job interviews
- 5) Write a letter of application
- 6) Prepare a résumé
- 7) Use networking techniques to identify employment opportunities

- Utilize career-advancement activities to enhance lifelong professional development.

Measurement Criteria:

- 1) Describe techniques for obtaining work experience (e.g., volunteer activities, internships)
- 2) Explain the need for ongoing education as a worker
- 3) Explain possible advancement patterns for jobs
- 4) Identify skills needed to enhance career progression
- 5) Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors)
- 6) Discuss licensure and certification available to finance professionals
- 7) Discuss opportunities for building professional relationships in finance

- Explore careers in finance to enhance potential for career success.

Measurement Criteria:

- 1) Discuss career opportunities in financial services

# Knowledge & Skill Structures

Cluster: **Finance Core**

Cluster Topic: **Leadership and Teamwork**

Cluster Knowledge and Skill Statement: **Employs leadership and teamwork skills to foster working relationships in finance**

## Performance Elements:

- Implement teamwork techniques to accomplish goals.

Measurement Criteria:   1)     Participate as a team member  
                                  2)     Demonstrate ownership of team tasks and success  
                                  3)     Encourage team-building  
                                  4)     Motivate team members

- Employ leadership skills to achieve workplace objectives.

Measurement Criteria:   1)     Explain the concept of leadership  
                                  2)     Use consensus-building skills  
                                  3)     Determine personal vision  
                                  4)     Demonstrate adaptability  
                                  5)     Develop an achievement orientation  
                                  6)     Lead change  
                                  7)     Enlist others in working toward a shared vision  
                                  8)     Coach others  
                                  9)     Recognize/Reward others for their efforts and contributions

- Implement organizational skills to facilitate others' work efforts.

Measurement Criteria:   1)     Assist employees with prioritizing work responsibilities  
                                  2)     Delegate work to others  
                                  3)     Coordinate efforts of cross-functional teams to achieve project/company goals  
                                  4)     Manage collaborative efforts  
                                  5)     Harmonize tasks, projects, and employees in the context of business priorities.

- Manage internal and external business relationships to foster positive interactions.

Measurement Criteria:   1)     Maintain collaborative partnerships with colleagues  
                                  2)     Explain the impact of political relationships within an organization  
                                  3)     Explain the nature of organizational culture



# Knowledge & Skill Structures

Cluster: **Finance Core**

Cluster Topic: **Problem Solving and Critical Thinking**

Cluster Knowledge and Skill Statement: **Applies problem-solving and critical-thinking skills to create business value in the work place**

## Performance Elements:

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

Measurement Criteria:

- 1) Explain the need for innovation skills
- 2) Make decisions
- 3) Demonstrate problem-solving skills
- 4) Demonstrate appropriate creativity
- 5) Use time-management skills

- Manage stressful situations to minimize negative workplace interactions.

Measurement Criteria:

- 1) Explain the use of feedback for personal growth
- 2) Adjust to change
- 3) Adjust to work practices to respond to client needs
- 4) Explain the nature of organizational change
- 5) Explain the nature of stress management

- Deal with conflict to minimize disruptions in the workplace.

Measurement Criteria:

- 1) Demonstrate self-control
- 2) Use appropriate assertiveness
- 3) Resolve customer complaints
- 4) Use conflict-resolution skills

- Resolve conflicts with/for customers to encourage repeat business.

Measurement Criteria:

- 1) Handle difficult customers
- 2) Handle customer/client complaints

# Knowledge & Skill Structures

Cluster: **Finance Core**

Cluster Topic: **Information Technology Applications**

Cluster Knowledge and Skill Statement: **Applies knowledge of current technological tools to create and protect business value**

## Performance Elements:

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

Measurement Criteria:	1)	Identify ways that technology impacts business
	2)	Discuss principles of computer systems
	3)	Explain the scope of data communications tools
	4)	Demonstrate basic e-mail functions
	5)	Demonstrate personal information management/productivity applications
	6)	Demonstrate basic web-search skills
	7)	Demonstrate personal digital assistant (PDA) skills
	8)	Demonstrate basic word processing skills
	9)	Demonstrate basic presentation applications
	10)	Demonstrate basic database applications
	11)	Demonstrate basic spreadsheet applications
	12)	Demonstrate collaborative/groupware applications
	13)	Use an integrated business software application package
	14)	Create and post basic web pages

# Knowledge & Skill Structures

Cluster: **Finance Core**

Cluster Topic: **Safety, Health, and Environmental**

Cluster Knowledge and Skill Statement: **Understands and adhere safety, health, and environmental controls to facilitate business continuity**

## Performance Elements:

- Adhere to information security rules and regulations.

Measurement Criteria:   1)     Describe possible information security rules and regulations  
                                  2)     Explain consequences of noncompliance

- Adhere to health and safety regulations to support a safe work environment

Measurement Criteria:   1)     Describe health and safety regulations in business  
                                  2)     Report noncompliance with business health and safety regulations  
                                  3)     Follow instructions for use of equipment, tools, and machinery  
                                  4)     Follow safety precautions  
                                  5)     Maintain a safe work environment  
                                  6)     Explain procedures for handling accidents  
                                  7)     Handle and report emergency situations

# Knowledge & Skill Structures

Cluster: **Finance Core**

Cluster Topic: **Academic Foundations**

Cluster Knowledge and Skill Statement: **Solves mathematical problems to obtain information for financial decision making**

## Performance Elements:

- Employ numbers and operations to understand and solve mathematical problems in finance.

Measurement Criteria:

- 1) Recognize relationships among numbers
- 2) Employ mathematical operations
- 3) Perform computations successfully
- 4) Predict reasonable estimations

- Apply algebraic skills to make business decisions.

Measurement Criteria:

- 1) Recognize patterns and mathematical relations
- 2) Use algebraic symbols to represent, solve, and analyze mathematical problems
- 3) Create mathematical models from real-life situations
- 4) Represent changes in quantities mathematically
- 5) Determine rate of change mathematically
- 6) Interpret graphical and numerical data

- Perform data analysis to make business decisions.

Measurement Criteria:

- 1) Formulate questions effectively
- 2) Collect relevant data
- 3) Organize useful data
- 4) Answer questions appropriately
- 5) Employ appropriate statistical methods in data analysis
- 6) Develop and evaluate inferences and predictions
- 7) Apply basic concepts of probability

- Implement problem-solving techniques to evaluate the accuracy of mathematical responses.

Measurement Criteria:

- 1) Identify problem-solving techniques
- 2) Apply a variety of problem-solving strategies
- 3) Adjust problem-solving strategies, when needed

Cluster Knowledge and Skill Statement: **Understands the economic principles and concepts fundamental to business operations**

Performance Elements:

- Understand fundamental economic concepts to obtain a foundation for employment in business.

- Measurement Criteria:
- 1) Distinguish between economic goods and services
  - 2) Explain the concept of economic resources
  - 3) Describe the concepts of economics and economic activities
  - 4) Determine economic utilities created by business activities
  - 5) Explain the principles of supply and demand
  - 6) Describe the functions of prices in markets

- Understand the nature of business to show its contributions to society.

- Measurement Criteria:
- 1) Explain the role of business in society
  - 2) Describe types of business activities
  - 3) Explain the organizational design of businesses
  - 4) Discuss the global environment in which businesses operate
  - 5) Describe factors that affect the business environment
  - 6) Explain how the organizations adapt to today's markets

- Understand economic systems to be able to recognize the environments in which businesses function.

- Measurement Criteria:
- 1) Explain the types of economic systems
  - 2) Explain the concept of private enterprise
  - 3) Identify factors affecting a business's profit
  - 4) Determine factors affecting business risk
  - 5) Explain the concept of competition
  - 6) Describe market structures

- Acquire basic/general knowledge of the impact of government on business activities to make informed economic decisions.

- Measurement Criteria:
- 1) Determine the relationship between government and business
  - 2) Describe the nature of taxes
  - 3) Discuss the nature of monetary policy
  - 4) Discuss the supply and demand for money
  - 5) Explain the role of the Federal Reserve System
  - 6) Explain the concept of fiscal policies
  - 7) Describe the effects of fiscal and monetary policies

- Acquire basic knowledge of cost/profit relationships to guide business decision-making.

Measurement Criteria:

- 1) Explain the concept of productivity
- 2) Analyze impact of specialization/division of labor on productivity
- 3) Explain the concept of organized labor and business
- 4) Explain the impact of the law of diminishing returns
- 5) Describe the concept of economies of scale

- Obtain a basic understanding of economic indicators to recognize economic trends and conditions.

Measurement Criteria:

- 1) Describe the concept of price stability as an economic measure
- 2) Discuss the measure of consumer spending as an economic indicator
- 3) Discuss the impact of a nation's unemployment rates
- 4) Explain the concept of Gross Domestic Product
- 5) Describe the economic impact of inflation on business
- 6) Explain unemployment and inflation tradeoffs
- 7) Explain the economic impact of interest-rate fluctuations
- 8) Determine the impact of business cycles on business activities

- Determine global trade's impact on business decision-making.

Measurement Criteria:

- 1) Explain the nature of global trade
- 2) Describe the determinants of exchange rates and their effects on the domestic economy
- 3) Discuss the impact of cultural and social environments on global trade
- 4) Explain labor issues associated with global trade

# Knowledge & Skill Structures

Cluster: **Finance Core**

Cluster Topic: **Systems/Technical Skills**

Cluster Knowledge and Skill Statement: **Understands the concepts, processes, and skills associated with entrepreneurial thought for businesses and new ventures**

## Performance Elements:

- Employ entrepreneurial strategies to generate value in existing or new businesses.

Measurement Criteria:

- 1) Explain the need for entrepreneurial discovery
- 2) Discuss entrepreneurial discovery processes
- 3) Assess global trends and opportunities
- 4) Determine opportunities for venture creation
- 5) Assess opportunities for venture creation
- 6) Describe idea-generation methods
- 7) Generate venture ideas
- 8) Determine feasibility of venture ideas

- Develop concept for new and existing business venture to evaluate its success potential.

Measurement Criteria:

- 1) Describe entrepreneurial planning considerations
- 2) Explain tools used by entrepreneurs for venture planning
- 3) Assess start-up requirements
- 4) Assess risks associated with venture
- 5) Describe external resources useful to entrepreneurs during concept development
- 6) Assess the need to use external resources for concept development
- 7) Describe strategies to protect intellectual property]
- 8) Use components of business plan to define venture idea

- Determine needed resources for new and existing business ventures to contribute to start-up viability.

Measurement Criteria:

- 1) Describe processes used to acquire adequate financial resources for venture creation/start-up
- 2) Select sources to finance venture creation/start-up
- 3) Explain factors to consider in determining a venture's human-resource needs
- 4) Explain considerations in making the decision to hire staff
- 5) Describe considerations in selecting capital resources
- 6) Identify capital resources needed for the venture
- 7) Assess the costs/benefits associated with resources

- Actualize new and existing business ventures to generate profit and/or meet objectives.

- Measurement Criteria:
- 1) Use external resources to supplement entrepreneur's expertise
  - 2) Explain the complexity of business operations
  - 3) Evaluate risk-taking opportunities
  - 4) Explain the need for business systems and procedures
  - 5) Describe the use of operating procedures
  - 6) Explain methods/processes for organizing workflow
  - 7) Develop and/or provide product/service
  - 8) Use creative problem solving in business activities/decisions
  - 9) Explain the impact of resource productivity on venture success
  - 10) Create processes for ongoing opportunity recognition
  - 11) Develop plan to invest resources into improving current products or creating new ones
  - 12) Adapt to changes in business environment

**Cluster Knowledge and Skill Statement: Understands accounting systems, concepts and functions in the business environment**

Performance Elements:

- Acquire a foundational knowledge of accounting to understand its nature and scope.

- Measurement Criteria:
- 1) Explain the concept of accounting
  - 2) Explain the need for accounting standards (GAAP)
  - 3) Discuss the role of ethics in accounting
  - 4) Explain the use of technology in accounting
  - 5) Explain legal considerations for accounting

- Understand accounting procedures to track money flow and to determine financial status.

- Measurement Criteria:
- 1) Describe the nature of cash flow statements
  - 2) Prepare cash flow statements
  - 3) Explain the nature of balance sheets
  - 4) Describe the nature of income statements



Cluster Knowledge and Skill Statement: **Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources and protect financial solvency**

Performance Elements:

- Acquire a foundational knowledge of finance to understand its nature and scope.

Measurement Criteria:

- 1) Explain the role of finance in business
- 2) Discuss the role of ethics in finance
- 3) Explain legal considerations for finance
- 4) Discuss trends in the current financial environment (i.e. Consolidation, regulatory burden, role of technology, and globalization)

- Understand the fundamental principles of money needed to make financial exchanges.

Measurement Criteria:

- 1) Explain the rule of 78
- 2) Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.)
- 3) Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.)
- 4) Describe functions of money (medium of exchange, unit of measure, store of value)
- 5) Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments, etc.)
- 6) Explain the time value of money
- 7) Explain the purposes and importance of credit
- 8) Explain legal responsibilities associated with financial exchanges

- Analyze financial needs and goals to determine financial requirements.

Measurement Criteria:

- 1) Explain the nature of financial needs (e.g., college, retirement, wills, insurance, etc.)
- 2) Set financial goals
- 3) Develop personal budget
- 4) Explain the need to save and invest

- Manage personal finances to achieve financial goals.

Measurement Criteria:

- 1) Explain the nature of tax liabilities
- 2) Interpret a pay stub
- 3) Read and reconcile bank statements
- 4) Maintain financial records
- 5) Demonstrate the wise use of credit
- 6) Validate credit history
- 7) Protect against identify theft
- 8) Prepare personal income tax forms (i.e., 1040 EZ)

- Understand the use of financial-services providers to aid in financial-goal achievement.

Measurement Criteria: 1) Describe types of financial-services providers  
2) Discuss considerations in selecting a financial-services provider

- Use investment strategies to ensure financial well-being.

Measurement Criteria: 1) Explain types of investments  
2) Explain the nature of capital investment  
3) Explain investment goals and objectives

- Identify potential business threats and opportunities to protect a business's financial well-being.

Measurement Criteria: 1) Describe the concept of insurance  
2) Obtain insurance coverage  
3) Settle insurance losses  
4) Identify speculative business risks  
5) Explain the nature of risk management

- Implement financial skills to obtain business credit and to control its use.

Measurement Criteria: 1) Explain the purposes and importance of obtaining business credit  
2) Analyze critical banking relationships  
3) Making critical decisions regarding acceptance of bank cards  
4) Determine financing needed for business operations  
5) Identify risks associated with obtaining business credit  
6) Explain sources of financial assistance  
7) Explain loan evaluation criteria used by lending institutions  
8) Complete loan application package

- Manage financial resources to ensure solvency.

Measurement Criteria: 1) Describe the nature of budgets  
2) Explain the nature of operating budgets  
3) Describe the nature of cost/benefit analysis  
4) Determine relationships among total revenue, marginal revenue, output, and profit  
5) Develop company's/department's budget  
6) Forecast sales  
7) Calculate financial ratios  
8) Interpret financial statements  
9) Describe types of financial statement analysis (e.g., ratio analysis, trend analysis, etc.)  
10) Spot problems/issues with financial statements

- Understand financial markets to recognize their importance in business.

Measurement Criteria:   1)    Describe the role of financial institutions  
                                       2)    Explain types of financial markets (i.e., money markets, securities markets, property market, market for risk transfer)

- Explore the nature of assets' values to make a selection with the best return on investment.

Measurement Criteria:   1)    Discuss factors that affect the value of an asset (e.g., cash flows, growth rate, timing, inflation, interest rate, opportunity cost, and risk and required return)

- Utilize sources of securities information to make informed financial decisions.

Measurement Criteria:   1)    Describe sources of securities information  
                                       2)    Read/Interpret securities table

- Use debt and equity capital to raise funds for business growth.

Measurement Criteria:   1)    Describe the financial needs of a business at different stages of its development  
                                       2)    Discuss factors to consider in choosing between debt and equity capital  
                                       3)    Explain the significance of a firm's capital structure

Cluster Knowledge and Skill Statement: **Understands the tools, techniques and systems that businesses use to create, communicate, and deliver value to customers and to manage customer relationships in ways that benefit the organization and its stakeholders**

Performance Elements:

- Understand marketing's role and function in business to facilitate economic exchanges with customers.

Measurement Criteria:   1)    Explain marketing and its importance in a global economy  
                                       2)    Describe marketing functions and related activities

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

Measurement Criteria:   1)    Explain customer/client/business buying behavior  
                                       2)    Discuss actions employees can take to achieve the company's desired results  
                                       3)    Demonstrate connections between company actions and results (e.g. influencing consumer buying behavior, gaining market share, etc.)

- Understand company's unique selling proposition to recognize what sets the company apart from its competitors.

Measurement Criteria: 1) Identify company's unique selling proposition

- Foster positive relationships with customers to enhance company image.

Measurement Criteria: 1) Explain the nature of positive customer relations  
2) Demonstrate customer-service mindset  
3) Explain management's role in customer relations

- Reinforce company's image to exhibit the company's brand promise.

Measurement Criteria: 1) Identify company's brand promise  
2) Determine ways of reinforcing the company's image through employee performance

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

Measurement Criteria: 1) Discuss the nature of customer relationship management  
2) Explain the role of ethics in customer relationship management  
3) Describe the use of technology in customer relationship management  
4) Discuss customer relationship management as a key factor to success in the finance industry  
5) Explain trends in customer relationship management that impact finance

- Understands characteristics, motivations, and behaviors of clients in finance to facilitate client interaction.

Measurement Criteria: 1) Describe customer needs and wants that are met by financial products and services  
2) Explain the responsibilities of finance professionals in providing client services

- Utilize technology to facilitate customer relationship management.

Measurement Criteria: 1) Explain the use of databases in customer relationship management  
2) Use Customer Relationship Management (CRM) technology

Cluster Knowledge and Skill Statement: **Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning**

Performance Elements:

- Understands operation's role and function in business to value its contribution to a company.

Measurement Criteria:   1)     Explain the nature of operations  
                                  2)     Discuss the role of ethics in operations  
                                  3)     Describe the use of technology in operations

- Understands purchasing activities to obtain business supplies and equipment.

Measurement Criteria:   1)     Explain the nature and scope of purchasing  
                                  2)     Place orders/reorders  
                                  3)     Maintain inventory of supplies  
                                  4)     Manage the bid process in purchasing  
                                  5)     Select vendors  
                                  6)     Evaluate vendor's performance

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

Measurement Criteria:   1)     Explain the concept of production  
                                  2)     Describe production activities

- Understand quality-control processes to minimize errors and to expedite workflow.

Measurement Criteria:   1)     Identify quality-control measures  
                                  2)     Utilize quality control methods at work  
                                  3)     Describe crucial elements of a quality culture  
                                  4)     Describe the role of management in the achievement of quality  
                                  5)     Establish efficient operating systems

Cluster Knowledge and Skill Statement: **Understands the basic elements, organizational structure, strategy design and management that affect a business's ability to plan, control and organize.**

Performance Elements:

- Recognize management's role to understand its contribution to business success.

Measurement Criteria:   1)     Explain the concept of management  
                                  2)     Explain the nature of managerial ethics

- Utilize planning tools to guide organization's/department's activities.

Measurement Criteria:

- 1) Explain the nature of business plans
- 2) Develop company goals/objectives
- 3) Define business mission and strategy
- 4) Conduct an organizational SWOT
- 5) Explain external planning considerations
- 6) Identify and benchmark key performance indicators (e.g., dashboards, scorecards, etc.)
- 7) Develop action plans
- 8) Develop business plan

- Apply knowledge of business ownership to establish and continue business operations.

Measurement Criteria:

- 1) Explain types of business ownership
- 2) Select form of business ownership

- Control an organization's/department's activities to encourage growth and development.

Measurement Criteria:

- 1) Describe the nature of managerial control (control process, types of control, what is controlled)
- 2) Analyze operating results in relation to budget/industry
- 3) Track performance of business plan

# Knowledge & Skill Structures

Cluster: **Finance Core**

Cluster Topic: **Technical Skills**

Cluster Knowledge and Skill Statement: **Understands tools and strategies used to access, process, maintain, evaluate, and communicate information**

## Performance Elements:

- Acquire foundational knowledge of financial-information management to understand its scope and nature.

Measurement Criteria:

- 1) Describe the need for financial information
- 2) Explain the nature and scope of the financial-information management function
- 3) Explain the role of ethics in financial-information management

- Understand the importance of accurately reporting a business's financial position to provide information in a proper manner.

Measurement Criteria:

- 1) Describe the need to accurately report a business's financial position
- 2) Describe the relationship between accounting (with an emphasis on cash flow) and finance (with an emphasis on decision-making)
- 3) Discuss types of accounting systems used to report a business's financial position (i.e. financial, tax, management, cost, accrual)

- Acquire foundational knowledge of financial information analysis to aid in the financial decision-making.

Measurement Criteria:

- 1) Discuss the impact of economic conditions on finance
- 2) Explain the use of financial information to identify trends
- 3) Describe the need to analyze customer financial information

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

- Measurement Criteria:
- 1) Describe the use of technology in the financial-information management function
  - 2) Demonstrate data mining techniques
  - 3) Demonstrate budgeting applications
  - 4) Demonstrate financial analysis applications
  - 5) Demonstrate advanced database applications

Cluster Knowledge and Skill Statement: **Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities**

Performance Elements:

- Acquire a foundational knowledge of product/service management to understand its nature and scope.

- Measurement Criteria:
- 1) Explain the nature and scope of the product/service management function
  - 2) Identify the impact of product life cycles on business decisions
  - 3) Explain the use of technology in the product/service management function
  - 4) Discuss business ethics in product/service management

- Employ financial product/service mix to meet customer expectations.

- Measurement Criteria:
- 1) Explain the concept of financial product/service mix
  - 2) Describe the nature of financial product/service bundling
  - 3) Identify financial product/service to fill a customer need

- Position financial products/services to acquire desired business image.

- Measurement Criteria:
- 1) Describe factors used to position financial products/services
  - 2) Explain the nature of financial product/service branding
  - 3) Explain the role of customer service in positioning/image

- Position company to acquire desired business image.

- Measurement Criteria:
- 1) Explain the nature of corporate branding
  - 2) Describe factors used by businesses to position corporate brands



