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Business, Finance, Marketing & Management CTE Program Standards

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Introduction

Iowa's Business, Finance, Marketing, and Management standards ensure programs have guidance on instruction across four pathways. These standards are in alignment to MBA Research's standards, a consortium of state education departments, allowing educators to see the applicability to standards both in Iowa and on a nationwide level.

The standards presented in this document were approved by the State Board of Education on March 23, 2023 after consultation with education and industry leaders.

The service area of Business, Finance, Marketing, and Management has identified four pathways to be part of the model programs. Business, Finance, Marketing, and Management, also known as Business, prepare students for careers and higher education within the field. Students are provided technical knowledge that emphasizes high standards and quality experiences in leadership, teamwork, and related areas. The following are identified model programs and pathways for the area:

- Accounting and Financial Management
- Marketing
- Business Management
- Entrepreneurship

Business prepares students to master the knowledge and skills needed to function as citizens, consumers, employees, managers, business owners, and directors of their economic futures through the study of accounting, business law, career development, communication, computation, economics, personal finance, entrepreneurship, information technology, international business, management, and marketing.

Format & Terminology

The Iowa Business, Management, Marketing & Finance CTE Standards are aligned to MBA Research, a consortium of state education departments, including Iowa, that collaborate with business and industry to create and maintain relevant and appropriate standards that meet the needs of educators now and the future demands of business and industry.

MBA Research. (2023, May 3). *Standards: Business education guidelines. Business Education Standards.* <https://www.mbaresearch.org/local-educators/teaching-resources/standards/>

Format

Standards are aligned across three different tiers.

- **Business Administration Core Standards** – Standards that are common across all of business education.
- **Cluster Standards** – Standards that are common across all careers within a given program cluster.
- **Pathway Standards** – Standards that are common across all careers within a given pathway.

Terminology

Curricular Organization

- **Standard:** The Standards are broad-based content standards. They identify what students should know and be able to do as a result of instruction in any of the business-related clusters. These statements encapsulate the overarching intent/purpose of a work function.
- **Element:** Each Standard is composed of multiple Performance Elements. These statements are broad-based work or cognitive performances that aid in defining the Standards.
- **Indicator:** Performance Elements are defined through Performance Indicators that are specific work-based actions—either knowledge or skills. They specify what an individual worker must know or be able to do to achieve the Performance Elements. These learning outcomes are measurable.

Curriculum Planning Levels

Curriculum planning levels help an educator know where a skill is more useful in a career path for a student. Each performance indicator is assigned to one of six curriculum-planning levels that 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.

- **Prerequisite (PQ):** Content develops employability and job-survival skills and concepts, including work ethics, personal appearance, and general business behavior
 - Appropriate for 9th-11th graders, students with little/no business background, and students with special needs
- **Career Sustaining (CS):** Content develops skills and knowledge needed for continued employment in or study of business based on the application of basic academics and business skills
 - Appropriate for “typical” high-school students of average and above-average abilities and interest
- **Specialist (SP):** Content provides in-depth, solid understanding and skill development in all business functions
 - Appropriate for advanced high school students and post-secondary students
- **Supervisor (SU):** Content provides the same in-depth, solid understanding and skill development in all business functions as in the specialist curriculum, and in addition, incorporates content that addresses the supervision of people
 - Appropriate for young adults at post-secondary level

- **Manager (MN):** Content develops strategic decision-making skills in all business functions needed to manage a business or department within an organization
 - Appropriate for young adults at post-secondary level
- **Owner (ON):** Content develops strategic decision-making skills in all aspects of business that are needed to own and operate a business
 - Appropriate for young adults at post-secondary level

Instructional Area

Instructional areas are a standards organization mechanism. The Instructional areas are broad-based content standards. They identify what students should know and be able to do as a result of instruction in any of the business-related clusters. These statements encapsulate the overarching intent/purpose of a work function.

- **Business Law (BL):** Understand business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions
- **Communication Skills (CO):** Understand the concepts, strategies, and systems used to obtain and convey ideas and information
- **Customer Relations (CR):** Understand the techniques and strategies used to foster positive, ongoing relationships with customers
- **Economics (EC):** Understand the economic principles and concepts fundamental to business operations
- **Emotional Intelligence (EI):** Understand techniques, strategies, and systems used to foster self-understanding and enhance relationships with others
- **Entrepreneurship (EN):** Understand the concepts, processes, and skills associated with identifying new ideas, opportunities, and methods and with creating or starting a new project or venture
- **Financial Analysis (FI):** Understand tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources
- **Human Resources Management (HR):** Understand the tools, techniques, and systems that businesses use to plan, staff, lead, and organize human resources
- **Information Management (NF):** Understand tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making
- **Marketing (MK):** Understand the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives
- **Operations (OP):** Understand the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning
- **Professional Development (PD):** Understand concepts, tools, and strategies used to explore, obtain, and develop in a business career
- **Strategic Management (SM):** Understand tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department

Instructional areas specific to Business Management include:

- **Knowledge Management (KM):** Understand the systems, strategies, and techniques used to collect, organize, analyze, and share an organization's information
- **Project Management (PM):** Understand tools, techniques, and systems that are used to plan, implement, monitor, and evaluate business projects
- **Quality Management (QM):** Understand the need for standards and the strategies and techniques used to implement, monitor, and evaluate them
- **Risk Management (RM):** Understand risk-management strategies and techniques to minimize business loss

Instructional areas specific to Accounting & Finance include:

- **Compliance (CC):** Understand business's responsibility to know, comply with, and enforce laws and regulations that affect financial business operations and transactions
- **Financial-information Management (FM):** Understand tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate financial information to assist business decision-making
- **Risk Management (RM):** Understand risk-management strategies and techniques used to minimize business loss

Instructional areas specific to Marketing include:

- **Channel Management (CM):** Understand the concepts and processes needed to identify, select, monitor, and evaluate sales channels
- **Marketing-information Management (IM):** Understand the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions
- **Market Planning (MP):** Understand the concepts and strategies utilized to determine and target marketing strategies to a select audience
- **Pricing (PI):** Understand concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value
- **Product/Service Management (PM):** Understand the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities and to build brand for the organization
- **Promotion (PR):** Understand the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome
- **Selling (SE):** Understand 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

Accounting & Financial Management Pathway Standards

The Accounting & Financial Management Pathway is designed to prepare students for a career in accounting, finance, and insurance. Standards include:

- [Finance Core Cluster Standards](#)
- [Accounting Pathway Standards](#)
- [Business Administration Core Standards for the Accounting & Financial Management Pathway](#)

Accounting & Financial Management Pathway Courses

- Accounting I (12108)
- Accounting II (12111)
- Business Law (12054)

Standards

Finance Core Cluster Standards

Instructional Element	MBA Research Standard	Objective/Outcome
Finance Standard-Core	Fin-1	Business Law (BL): Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions
Performance Element	Fin-1.1	Understand government regulations pertaining to the finance industry to protect the company wellbeing.
Performance Indicator	Fin-1.1.1	Discuss legal considerations in the finance industry (BL:133) (SP)
Performance Indicator	Fin-1.1.2	Discuss the effect of tax laws and regulations on financial transactions (BL:134) (SP)
Performance Element	Fin-1.2	Acquire a foundational knowledge of compliance to understand its nature and scope.
Performance Indicator	Fin-1.2.1	Discuss the nature and scope of compliance in the finance industry (BL:148) (SP)
Performance Indicator	Fin-1.2.2	Describe the use of technology in compliance (BL:149) (SP)
Performance Element	Fin-1.3	Develop a compliance program to protect the company wellbeing.
Performance Indicator	Fin-1.3.1	Develop policies/procedures to comply with regulatory requirements and self-regulatory guidelines (BL:150) (MN)
Finance Standard-Core	Fin-3	Financial Analysis (FI): Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources
Performance Element	Fin-3.1	Understand financial markets to recognize their importance in business.
Performance Indicator	Fin-3.1.1	Describe the role of financial institutions (FI:336) (CS)
Performance Indicator	Fin-3.1.2	Explain types of financial markets (e.g., money market, capital market, insurance market, commodities markets, etc.) (FI:337) (SP)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	Fin-3.1.3	Discuss the nature of convergence/consolidation in the finance industry (FI:573) (SP)
Performance Indicator	Fin-3.1.4	Describe the relationship between economic conditions and financial markets (FI:574) (SP)
Performance Element	Fin-3.3	Manage financial resources to ensure solvency.
Performance Indicator	Fin-3.3.1	Calculate the time value of money (FI:238) (SP)
Performance Indicator	Fin-3.3.2	Describe types of financial statement analysis (e.g., ratio analysis, trend analysis, etc.) (FI:334) (MN)
Performance Indicator	Fin-3.3.3	Discuss limitations of using financial statements to assess business performance (FI:655) (MN)
Performance Element	Fin-3.6	Understand the fundamentals of managerial accounting to aid in financial decision-making.
Performance Indicator	Fin-3.6.1	Describe the scope of costs in managerial accounting (e.g., direct cost, indirect cost, sunk cost, differential cost, etc.) (FI:658) (SP)
Performance Indicator	Fin-3.6.2	Describe marginal analysis techniques and applications (FI:659) (SP)
Performance Indicator	Fin-3.6.3	Explain the nature of managerial accounting (FI:660) (SP)
Performance Indicator	Fin-3.6.4	Discuss the use of variance analysis in managerial accounting (FI:661) (SP)
Performance Indicator	Fin-3.6.5	Discuss the nature of cost accounting budgets (FI:662) (SP)
Performance Indicator	Fin-3.6.6	Discuss the nature of cost allocation (FI:663) (SP)
Finance Standard-Core	Fin-6	Financial-Information Management (FM): Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate financial information to assist business decision-making
Performance Element	Fin-6.1	Acquire foundational knowledge of financial-information management to understand its scope and nature.
Performance Indicator	Fin-6.1.1	Explain the nature and scope of the financial-information management function (FM:002) (SP)
Performance Indicator	Fin-6.1.2	Explain the role of ethics in financial-information management (FM:003) (SP)
Performance Element	Fin-6.2	Utilize financial information technology tools to manage financial information and perform work responsibilities.
Performance Indicator	Fin-6.2.1	Describe the use of technology in the financial-information management function (FM:011) (SP)
Performance Indicator	Fin-6.2.2	Demonstrate budgeting applications (FM:013) (SP)
Performance Indicator	Fin-6.2.3	Demonstrate financial analysis applications (FM:014) (SP)
Performance Element	Fin-6.3	Acquire foundational knowledge of financial information analysis to aid in financial decision-making.

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	Fin-6.3.1	Describe techniques used to analyze customer financial information (FM:009) (SP)
Performance Indicator	Fin-6.3.2	Discuss non-traditional uses for financial information (e.g., lean, sustainability reporting, activity- based costing [ABC], six sigma) (FM:016) (SP)
Finance Standard-Core	Fin-7	Risk Management (RM): Understands risk-management strategies and techniques used to minimize business loss
Performance Element	Fin-7.3	Manage risk to protect a business's well-being.
Performance Indicator	Fin-7.3.1	Discuss the nature of enterprise risk management (ERM) (RM:062) (SP)
Performance Indicator	Fin-7.3.3	Identify business risks (RM:056) (MN)
Performance Indicator	Fin-7.3.4	Explain ways to assess risk (RM:059) (MN)
Performance Indicator	Fin-7.3.5	Develop a risk management program (RM:045) (MN)

Accounting Pathway Standards

Instructional Element	MBA Research Standard	Objective/Outcome
Finance Standard-Accounting	Fin-8	Business Law (BL): Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions
Performance Element	Fin-8.1	Implement compliance measures in accounting to adhere to regulatory requirements.
Performance Indicator	Fin-8.1.1	Explain financial disclosure regulations and policies (BL:153) (SP)
Performance Indicator	Fin-8.1.2	Comply with financial reporting and internal control regulations in accounting (BL:088) (SP)
Performance Indicator	Fin-8.1.3	Discuss state regulation of the accounting industry (BL:090) (SP)
Finance Standard-Accounting	Fin-9	Financial Analysis (FI): Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources
Performance Element	Fin-9.1	Classify, record, and summarize data to produce needed financial information.
Performance Indicator	Fin-9.1.1	Discuss the nature of the accounting cycle (FI:342) (CS)
Performance Indicator	Fin-9.1.2	Distinguish among types of business transactions (FI:673) (CS)
Performance Indicator	Fin-9.1.4	Demonstrate the effects of transactions on the accounting equation (FI:378) (CS)
Performance Indicator	Fin-9.1.5	Prepare a chart of accounts (FI:379) (CS)
Performance Indicator	Fin-9.1.7	Journalize business transactions (FI:381) (CS)
Performance Indicator	Fin-9.1.8	Post journal entries to general ledger accounts (FI:382) (CS)
Performance Indicator	Fin-9.1.9	Prepare a trial balance (FI:383) (CS)
Performance Indicator	Fin-9.1.10	Journalize and post adjusting entries (FI:384) (CS)
Performance Indicator	Fin-9.1.11	Journalize and post closing entries (FI:385) (CS)
Performance Indicator	Fin-9.1.12	Prepare a post-closing trial balance (FI:386) (CS)
Performance Indicator	Fin-9.1.13	Identify and correct accounting errors (FI:675) (SP)
Performance Indicator	Fin-9.1.14	Prepare worksheets (FI:387) (SP)
Performance Element	Fin-9.2	Maintain cash controls to track cash flow.
Performance Indicator	Fin-9.2.1	Explain cash control procedures (e.g., signature cards, deposit slips, internal/external controls, cash clearing, etc.) (FI:113) (CS)
Performance Indicator	Fin-9.2.2	Reconcile cash (FI:396) (CS)
Performance Indicator	Fin-9.2.3	Account for petty cash (FI:676) (CS)
Performance Indicator	Fin-9.2.4	Account for cash receipts (e.g., record cash, record income) (FI:677) (CS)
Performance Indicator	Fin-9.2.5	Account for cash payments (e.g., record cash, record expenses) (FI:678) (CS)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Element	Fin-9.3	Perform accounts payable functions to record, control, and disburse payments to vendors.
Performance Indicator	Fin-9.3.1	Explain the nature of accounts payable (FI:409) (CS)
Performance Indicator	Fin-9.3.2	Account for purchases (e.g., purchase requisitions, purchase orders, invoices, vouchers, etc.) (FI:679) (CS)
Performance Indicator	Fin-9.3.3	Process accounts payable (e.g., maintain vendor file, post to ledger, process invoices and checks) (FI:680) (SP)
Performance Indicator	Fin-9.3.4	Manage accounts payable (FI:681) (MN)
Performance Element	Fin-9.4	Perform accounts receivable functions to record, control, and collect payments due from the sale of goods and services.
Performance Indicator	Fin-9.4.1	Explain the nature of accounts receivable (FI:424) (CS)
Performance Indicator	Fin-9.4.2	Account for sales (e.g., invoices, sales slips, etc.) (FI:682) (CS)
Performance Indicator	Fin-9.4.3	Process accounts receivable (e.g., post to ledger, process payment, process uncollectible account, etc.) (FI:683) (SP)
Performance Indicator	Fin-9.4.4	Manage accounts receivable (FI:684) (MN)
Performance Element	Fin-9.6	Complete payroll procedures to calculate, record, and distribute payroll.
Performance Indicator	Fin-9.6.1	Explain the nature of payroll expenses (e.g., Social Security tax, Medicare tax, FUTA, SUTA, workers' compensation, etc.) (FI:638) (CS)
Performance Indicator	Fin-9.6.2	Maintain employee earnings records (e.g., timecards, time sheets, etc.) (FI:134) (CS)
Performance Indicator	Fin-9.6.3	Calculate employee earnings (FI:438) (SP)
Performance Indicator	Fin-9.6.4	Calculate employee deductions (FI:439) (SP)
Performance Indicator	Fin-9.6.5	Calculate payroll taxes (FI:442) (SP)
Performance Indicator	Fin-9.6.6	Account for payroll transactions (e.g., earnings, taxes, benefits, other deductions) (FI:686) (SP)
Performance Element	Fin-9.9	Perform tax accounting functions to lessen clients' tax burdens.
Performance Indicator	Fin-9.9.1	Explain record keeping procedures for tax accounting (FI:484) (SP)
Performance Indicator	Fin-9.9.2	Calculate taxes owed by clients (i.e., individual and business) (FI:696) (SP)
Performance Indicator	Fin-9.9.3	Account for taxes (FI:697) (SP)
Performance Indicator	Fin-9.9.4	Prepare tax returns for clients (i.e., individuals and business) (FI:698) (SP)
Performance Indicator	Fin-9.9.5	Identify tax issues for clients (FI:485) (SP)
Performance Element	Fin-9.13	Produce financial reports to communicate the results of business activity.
Performance Indicator	Fin-9.13.1	Discuss the nature of annual reports (FI:388) (SP)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	Fin-9.13.2	Analyze transactions and accounts (e.g., purchase, sales, sales returns and allowances, uncollectible accounts, depreciation, debt) (FI:449) (SP)
Performance Indicator	Fin-9.13.3	Prepare income statements (FI:149) (MN)
Performance Indicator	Fin-9.13.5	Prepare balance sheets (FI:393) (MN)
Performance Indicator	Fin-9.13.6	Prepare notes to financial statements (FI:709) (MN)
Performance Indicator	Fin-9.13.10	Complete a worksheet for a corporation (FI:476) (MN)
Performance Element	Fin-9.14	Implement suitable internal accounting controls to ensure the proper recording of financial transactions.
Performance Indicator	Fin-9.14.3	Determine the components of internal accounting control procedures for a business (FI:479) (SP)
Performance Indicator	Fin-9.14.4	Maintain internal accounting controls (FI:480) (SP)
Performance Indicator	Fin-9.14.5	Assess the effectiveness of internal accounting controls (FI:707) (MN)
Performance Element	Fin-9.15	Conduct an audit to verify the integrity of a business's financial reporting process, accounting functions, and internal controls.
Performance Indicator	Fin-9.15.3	Describe auditing techniques/procedures (FI:714) (SP)
Performance Indicator	Fin-9.15.4	Conduct audit engagements (FI:482) (SP)
Performance Indicator	Fin-9.15.5	Discuss the requirements to consider fraud in financial statement audits (FI:481) (MN)
Performance Indicator	Fin-9.15.8	Prepare auditing reports (FI:483) (MN)
Performance Element	Fin-9.16	Utilize managerial accounting methods to track, record, and analyze business costs.
Performance Indicator	Fin-9.16.1	Maintain job order cost sheets (FI:450) (SP)
Performance Indicator	Fin-9.16.2	Calculate the cost of goods sold (FI:451) (SP)
Performance Indicator	Fin-9.16.3	Apply cost accounting techniques (e.g., overhead calculation, job and process costing, activity- based costing) (FI:726) (SP)
Performance Indicator	Fin-9.16.4	Perform cost allocation functions (FI:458) (MN)
Performance Indicator	Fin-9.16.5	Prepare cost of production reports (FI:459) (MN)
Performance Indicator	Fin-9.16.10	Conduct cost-volume-profit analysis (FI:454) (MN)
Performance Element	Fin-9.17	Prepare budget reports to make business decisions.
Performance Indicator	Fin-9.17.2	Project future revenues and expenses (FI:394) (SP)
Performance Indicator	Fin-9.17.3	Process preliminary budget detail (FI:460) (SP)
Performance Indicator	Fin-9.17.4	Prepare budget statements (e.g., overhead, production, operating, capital expenditure, cash) (FI:461) (MN)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	Fin-9.17.5	Produce budgeted financial statements (e.g., income statement, balance sheet, cash flows) (FI:685) (MN)
Finance Standard-Accounting	Fin-10	Information Management (NF): Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making
Performance Element	Fin-10.1	Utilize technology to record and analyze accounting transactions.
Performance Indicator	Fin-10.1.1	Use accounting applications and systems (NF:225) (CS)
Performance Indicator	Fin-10.1.3	Integrate technology into accounting (NF:133) (SP)
Performance Indicator	Fin-10.1.4	Preserve automated accounting records (NF:227) (SP)
Performance Element	Fin-10.3	Interpret research data into information for business decision-making.
Performance Indicator	Fin-10.3.1	Explain the use of descriptive statistics in business decision making (NF:236) (SP)
Performance Indicator	Fin-10.3.2	Interpret descriptive statistics for business decision making (NF:237) (SP)
Performance Indicator	Fin-10.3.4	Draw conclusions on the research question/issue (NF:239) (SP)
Finance Standard-Accounting	Fin-12	Professional Development (PD): Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career
Performance Element	Fin-12.1	Understand careers in accounting to determine which role and responsibilities best match personal abilities and traits.
Performance Indicator	Fin-12.1.1	Identify career opportunities in accounting (PD:337) (SP)
Performance Indicator	Fin-12.1.2	Explain the roles and responsibilities of accounting professionals (PD:338) (SP)
Performance Element	Fin-12.2	Acquire knowledge of accounting standards to record, report, and evaluate financial data appropriately.
Performance Indicator	Fin-12.2.1	Discuss professional designations for accountants (e.g., CPA, CMA, CIA, CFE, etc.) (PD:168) (SP)
Performance Element	Fin-12.3	Acquire knowledge of accounting standards to record, report, and evaluate financial data appropriately.
Performance Indicator	Fin-12.3.1	Explain the nature of accounting standards (PD:158) (CS)
Performance Indicator	Fin-12.3.2	Discuss the roles and responsibilities of accounting-standard-setting bodies (i.e., SEC, FASB, IASB, GASB) (PD:295) (SP)
Performance Indicator	Fin-12.3.3	Compare U.S. Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS) (PD:296) (SP)
Performance Indicator	Fin-12.3.4	Discuss the levels and types of external financial reporting (PD:340) (SP)

Business Administration Core Standards for the Accounting & Financial Management Pathway

Instructional Element	MBA Research Standard	Objective/Outcome
BusAdm Core Standard	BA-1	Business Law (BL): Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions
Performance Element	BA-1.1	Acquire foundational knowledge of business laws and regulations to understand their nature and scope.
Performance Indicator	BA-1.1.1	Comply with the spirit and intent of laws and regulations (BL:163, LAP-BL-163) (CS)
BusAdm Core Standard	BA-2	Communication Skills (CO): Understands the concepts, strategies, and systems used to obtain and convey ideas and information
Performance Element	BA-2.1	Read to acquire meaning from written material and to apply the information to a task.
Performance Indicator	BA-2.1.1	Identify sources that provide relevant, valid written material (CO:054) (PQ)
Performance Indicator	BA-2.1.3	Apply written directions to achieve tasks (CO:056) (PQ)
Performance Element	BA-2.2	Apply active listening skills to demonstrate understanding of what is being said.
Performance Indicator	BA-2.2.1	Explain communication techniques that support and encourage a speaker (CO:082) (PQ)
Performance Indicator	BA-2.2.2	Follow oral directions (CO:119) (PQ)
Performance Indicator	BA-2.2.3	Demonstrate active listening skills (CO:017, LAP-CO-017) (PQ)
Performance Element	BA-2.3	Apply verbal skills to obtain and convey information.
Performance Indicator	BA-2.3.2	Ask relevant questions (CO:058) (PQ)
Performance Indicator	BA-2.3.4	Provide legitimate responses to inquiries (CO:060) (PQ)
Performance Indicator	BA-2.3.6	Employ communication styles appropriate to target audience (CO:084) (CS)
Performance Indicator	BA-2.3.11	Make oral presentations (CO:025, LAP-CO-025) (SP)
Performance Element	BA-2.4	Record information to maintain and present a report of business activity.
Performance Indicator	BA-2.4.2	Organize information (CO:086) (CS)
Performance Element	BA-2.5	Write internal and external business correspondence to convey and obtain information effectively.
Performance Indicator	BA-2.5.2	Select and utilize appropriate formats for professional writing (CO:088) (CS)
Performance Indicator	BA-2.5.4	Write professional emails (CO:090) (CS)
Performance Indicator	BA-2.5.10	Prepare simple written reports (CO:094) (SP)
Performance Indicator	BA-2.5.11	Explain how digital communications (e.g., email, text messages, chats) exposes business to risk (CO:202) (SP)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	BA-2.5.13	Use data visualization techniques (e.g., infographics, heat-maps, dynamic model outputs) (CO:204) (SP)
Performance Element	BA-2.7	Communicate with staff to clarify workplace objectives.
Performance Indicator	BA-2.7.2	Choose and use appropriate channel for workplace communication (CO:092) (CS)
BusAdm Core Standard	BA-3	Customer Relations (CR): Understands the techniques and strategies used to foster positive, ongoing relationships with customers
Performance Element	BA-3.1	Foster positive relationships with customers to enhance company image.
Performance Indicator	BA-3.1.1	Explain the nature of positive customer relations (CR:003, LAP-CR-003) (CS)
Performance Indicator	BA-3.1.7	Build and maintain relationships with customers (CR:030) (SP)
Performance Element	BA-3.2	Resolve conflicts with/for customers to encourage repeat business.
Performance Indicator	BA-3.2.2	Demonstrate strategies for handling customer/client complaints (CR:010, LAP-CR-010) (CS)
Performance Element	BA-3.3	Reinforce company's image to exhibit the company's brand promise.
Performance Indicator	BA-3.3.1	Identify company's brand promise (CR:001, LAP-CR-006) (CS)
Performance Element	BA-3.4	Understand the nature of customer relationship management to show its contributions to a company.
Performance Indicator	BA-3.4.2	Explain the role of ethics in customer relationship management (CR:017, LAP-CR-017) (SP)
Performance Indicator	BA-3.4.3	Describe the use of technology in customer relationship management (CR:018) (SP)
BusAdm Core Standard	BA-4	Economics (EC): Understands the economic principles and concepts fundamental to business operations
Performance Element	BA-4.1	Understand fundamental economic concepts to obtain a foundation for employment in business.
Performance Indicator	BA-4.1.1	Distinguish between economic goods and services (EC:002, LAP-EC-010) (CS)
Performance Indicator	BA-4.1.2	Explain the concept of economic resources (EC:003, LAP-EC-014) (CS)
Performance Indicator	BA-4.1.4	Determine economic utilities created by business activities (EC:004, LAP-EC-013) (CS)
Performance Indicator	BA-4.1.5	Explain the principles of supply and demand (EC:005, LAP-EC-011) (CS)
Performance Indicator	BA-4.1.6	Describe the functions of prices in markets (EC:006, LAP-EC-012) (CS)
Performance Element	BA-4.2	Understand the nature of business to show its contributions to society.
Performance Indicator	BA-4.2.1	Explain the role of business in society (EC:070, LAP-EC-070) (CS)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	BA-4.2.2	Describe types of business activities (EC:071, LAP-EC-071) (CS)
Performance Element	BA-4.3	Understand economic systems to be able to recognize the environments in which businesses function.
Performance Indicator	BA-4.3.1	Explain the types of economic systems (EC:007, LAP-EC-017) (CS)
Performance Indicator	BA-4.3.4	Identify factors affecting a business's profit (EC:010, LAP-EC-002) (CS)
Performance Indicator	BA-4.3.5	Determine factors affecting business risk (EC:011, LAP-EC-003) (CS)
Performance Indicator	BA-4.3.6	Explain the concept of competition (EC:012, LAP-EC-008) (CS)
Performance Element	BA-4.4	Acquire knowledge of the impact of government on business activities to make informed economic decisions.
Performance Indicator	BA-4.4.1	Determine the relationship between government and business (EC:008, LAP-EC-016) (CS)
Performance Element	BA-4.5	Analyze cost/profit relationships to guide business decision-making.
Performance Indicator	BA-4.5.1	Explain the concept of productivity (EC:013, LAP-EC-018) (CS)
Performance Indicator	BA-4.5.2	Analyze impact of specialization/division of labor on productivity (EC:014, LAP-EC-007) (SP)
Performance Indicator	BA-4.5.5	Describe the concept of economies of scale (EC:077) (MN)
BusAdm Core Standard	BA-5	Emotional Intelligence (EI): Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others
Performance Element	BA-5.1	Foster self-understanding to recognize the impact of personal feelings on others.
Performance Indicator	BA-5.1.3	Recognize and overcome personal biases and stereotypes (EI:017, LAP-EI-139) (PQ)
Performance Indicator	BA-5.1.4	Assess personal strengths and weaknesses (EI:002, LAP-EI-017) (PQ)
Performance Element	BA-5.11	Manage internal and external business relationships to foster positive interactions.
Performance Indicator	BA-5.11.2	Foster positive working relationships (EI:037, LAP-EI-037) (CS)
Performance Indicator	BA-5.11.3	Establish strategic relationships with others (EI:114) (MN)
Performance Element	BA-5.3	Apply ethics to demonstrate trustworthiness.
Performance Indicator	BA-5.3.1	Demonstrate honesty and integrity (EI:022, LAP-EI-138) (PQ)
Performance Indicator	BA-5.3.11	Manage commitments in a timely manner (EI:077, LAP-EI-077) (CS)
Performance Element	BA-5.5	Identify with others' feelings, needs, and concerns to enhance interpersonal relations.
Performance Indicator	BA-5.5.3	Maintain the confidentiality of others (EI:103) (CS)
Performance Indicator	BA-5.5.4	Exhibit cultural sensitivity (EI:033, LAP-EI-033) (CS)
Performance Element	BA-5.6	Use communication skills to foster open, honest communications.

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	BA-5.6.3	Foster open, honest communication (EI:129, LAP-EI-129) (SP)
Performance Element	BA-5.7	Use communication skills to influence others.
Performance Element	BA-5.9	Implement teamwork techniques to accomplish goals.
Performance Indicator	BA-5.9.1	Participate as a team member (EI:045, LAP-EI-045) (CS)
Performance Indicator	BA-5.9.2	Use consensus-building skills (EI:011, LAP-EI-019) (SP)
BusAdm Core Standard	BA-7	Financial Analysis (FI): Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources
Performance Element	BA-7.1	Understand the fundamental principles of money needed to make financial exchanges.
Performance Indicator	BA-7.1.1	Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.) (FI:058) (PQ)
Performance Indicator	BA-7.1.2	Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.) (FI:059) (PQ)
Performance Indicator	BA-7.1.3	Describe functions of money (medium of exchange, unit of measure, store of value) (FI:060) (PQ)
Performance Indicator	BA-7.1.4	Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments, etc.) (FI:061) (PQ)
Performance Indicator	BA-7.1.5	Explain the time value of money (FI:062) (CS)
Performance Indicator	BA-7.1.6	Explain the purposes and importance of credit (FI:002, LAP-FI-002) (CS)
Performance Indicator	BA-7.1.7	Explain legal responsibilities associated with financial exchanges (FI:063) (CS)
Performance Element	BA-7.11	Manage financial resources to ensure solvency.
Performance Indicator	BA-7.11.1	Describe the nature of budgets (FI:106, LAP-FI-106) (SP)
Performance Indicator	BA-7.11.2	Explain the nature of operating budgets (FI:098) (SU)
Performance Indicator	BA-7.11.3	Describe the nature of cost/benefit analysis (FI:357, LAP-FI-357) (MN)
Performance Indicator	BA-7.11.4	Determine relationships among total revenue, marginal revenue, output, and profit (FI:358) (MN)
Performance Indicator	BA-7.11.5	Develop company's/department's budget (FI:099, LAP-FI-099) (MN)
Performance Indicator	BA-7.11.8	Interpret financial statements (FI:102) (MN)
Performance Indicator	BA-7.11.9	File business tax returns (FI:652) (ON)
Performance Indicator	BA-7.11.10	Verify the accuracy of business financial records (FI:653) (ON)
Performance Element	BA-7.2	Analyze financial needs and goals to determine financial requirements.
Performance Indicator	BA-7.2.2	Set financial goals (FI:065) (CS)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Element	BA-7.3	Manage personal finances to achieve financial goals.
Performance Indicator	BA-7.3.1	Explain the nature of tax liabilities (FI:067) (PQ)
Performance Indicator	BA-7.3.2	Interpret a pay stub (FI:068) (PQ)
Performance Indicator	BA-7.3.3	Prepare bank account documents (e.g., checks, deposit/withdrawal slips, endorsements, etc.) (FI:560) (PQ)
Performance Indicator	BA-7.3.4	Maintain financial records (FI:069) (PQ)
Performance Indicator	BA-7.3.5	Read and reconcile bank statements (FI:070) (PQ)
Performance Indicator	BA-7.3.6	Calculate the cost of credit (FI:782) (CS)
Performance Indicator	BA-7.3.7	Demonstrate the wise use of credit (FI:071) (CS)
Performance Indicator	BA-7.3.8	Validate credit history (FI:072) (CS)
Performance Indicator	BA-7.3.9	Make responsible financial decisions (FI:783) (CS)
Performance Indicator	BA-7.3.10	Protect against identity theft (FI:073) (CS)
Performance Indicator	BA-7.3.11	Pay bills (FI:565) (CS)
Performance Indicator	BA-7.3.14	Prepare personal income tax forms (FI:074) (CS)
Performance Element	BA-7.7	Acquire a foundational knowledge of accounting to understand its nature and scope.
Performance Indicator	BA-7.7.1	Describe the need for financial information (FI:579, LAP-FI-579) (CS)
Performance Indicator	BA-7.7.2	Explain the concept of accounting (FI:085, LAP-FI-085) (CS)
Performance Indicator	BA-7.7.3	Discuss the role of ethics in accounting (FI:351, LAP-FI-351) (SP)
Performance Indicator	BA-7.7.4	Explain the use of technology in accounting (FI:352) (SP)
Performance Indicator	BA-7.7.5	Explain legal considerations for accounting (FI:353) (SP)
Performance Element	BA-7.8	Implement accounting procedures to track money flow and to determine financial status.
Performance Indicator	BA-7.8.1	Describe the nature of cash flow statements (FI:091, LAP-FI-091) (SP)
Performance Indicator	BA-7.8.2	Prepare cash flow statements (FI:092) (MN)
Performance Indicator	BA-7.8.3	Explain the nature of balance sheets (FI:093, LAP-FI-093) (SP)
Performance Indicator	BA-7.8.4	Describe the nature of income statements (FI:094, LAP-FI-094) (SP)
Performance Element	BA-7.9	Acquire a foundational knowledge of finance to understand its nature and scope.
Performance Indicator	BA-7.9.1	Explain the role of finance in business (FI:354, LAP-FI-354) (CS)
Performance Indicator	BA-7.9.2	Discuss the role of ethics in finance (FI:355, LAP-FI-355) (SP)
Performance Indicator	BA-7.9.3	Explain legal considerations for finance (FI:356) (SP)

Instructional Element	MBA Research Standard	Objective/Outcome
BusAdm Core Standard	BA-8	Human Resources Management (HR): Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources
Performance Element	BA-8.1	Understand the role and function of human resources management to obtain a foundational knowledge of its nature and scope.
BusAdm Core Standard	BA-11	Operations (OP): Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning
Performance Element	BA-11.3	Implement safety procedures to minimize loss.
Performance Indicator	BA-11.3.1	Follow instructions for use of equipment, tools, and machinery (OP:006) (PQ)
Performance Indicator	BA-11.3.2	Follow safety precautions (OP:007) (PQ)
Performance Element	BA-11.5	Implement security policies/procedures to minimize chance for loss.
Performance Indicator	BA-11.5.1	Explain routine security precautions (OP:013) (CS)
Performance Element	BA-11.9	Utilize project management skills to improve workflow and minimize costs.
Performance Indicator	BA-11.9.3	Evaluate project success (OP:521, LAP-OP-521) (CS)
Performance Element	BA-11.10	Implement purchasing activities to obtain business supplies, equipment, resources, and services.
BusAdm Core Standard	BA-12	Professional Development (PD): Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career
Performance Element	BA-12.1	Acquire self-development skills to enhance relationships and improve efficiency in the work environment.
Performance Element	BA-12.5	Participate in career planning to enhance job-success potential.
Performance Indicator	BA-12.5.4	Identify sources of career information (PD:022) (CS)
Performance Indicator	BA-12.5.6	Explain employment opportunities in business (PD:025, LAP-PD-025) (CS)
Performance Element	BA-12.6	Implement job-seeking skills to obtain employment.
Performance Indicator	BA-12.6.1	Utilize job-search strategies (PD:026) (PQ)
Performance Indicator	BA-12.6.2	Complete a job application (PD:027) (PQ)
BusAdm Core Standard	BA-13	Strategic Management (SM): Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department
Performance Element	BA-13.2	Utilize planning tools to guide organization's/department's activities.
Performance Indicator	BA-13.2.7	Develop action plans (SM:012) (ON)
Performance Element	BA-13.4	Identify potential business threats and opportunities to protect a business's financial well-being.
Performance Indicator	BA-13.4.2	Conduct a risk assessment of an event (SM:076) (SP)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	BA-13.4.3	Identify speculative business risks (SM:077) (MN)

Marketing Pathway Standards

The Marketing Pathway is designed to prepare students for a career in marketing, advertising, sales, communications, and merchandising. Standards include:

- [Marketing Core Cluster Standards](#)
- [Marketing Communications Pathway Standards](#)
- [Marketing Management Pathway Standards](#)
- [Merchandising Pathway Standards](#)
- [Professional Selling Pathway Standards](#)
- [Business Administration Core Standards for Marketing Pathway](#)

Marketing Pathway Courses

- Marketing (12164)
- Graphic Design (10202)
- Digital Marketing (12169)
- Web Development (10111)
- Advertising & Selling (12165)
- Sports & Entertainment Marketing (12163)

Marketing Core Cluster Standards

Instructional Element	MBA Research Standard	Objective/Outcome
Marketing Standard-Core	Mrkt-2	Product/Service Management (PM): Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities and to build brand for the organization
Performance Element	Mrkt-2.1	Acquire a foundational knowledge of product/service management to understand its nature and scope.
Performance Indicator	Mrkt-2.1.1	Explain the nature and scope of the product/service management function (PM:001, LAP-PM-017) (SP)
Performance Indicator	Mrkt-2.1.2	Identify the impact of product life cycles on marketing decisions (PM:024, LAP-PM-024) (SP)
Performance Indicator	Mrkt-2.1.3	Describe the use of technology in the product/service management function (PM:039) (SP)
Performance Indicator	Mrkt-2.1.4	Explain business ethics in product/service management (PM:040, LAP-PM-040) (SP)
Performance Element	Mrkt-2.2	Generate product ideas to contribute to ongoing business success.
Performance Indicator	Mrkt-2.2.1	Identify product opportunities (PM:134) (SP)
Performance Indicator	Mrkt-2.2.2	Identify methods/techniques to generate a product idea (PM:127, LAP-PM-127) (SP)
Performance Indicator	Mrkt-2.2.3	Generate product ideas (PM:128) (SP)
Performance Element	Mrkt-2.5	Position company to acquire desired business image.
Performance Indicator	Mrkt-2.5.1	Explain the nature of corporate branding (PM:206, LAP-PM-020) (SP)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	Mrkt-2.5.2	Describe factors used by businesses to position corporate brands (PM:207) (SP)
Performance Element	Mrkt-2.6	Position products/services to acquire desired business image.
Performance Indicator	Mrkt-2.6.1	Describe factors used by marketers to position products/services (PM:042, LAP-PM-042) (SP)
Performance Indicator	Mrkt-2.6.5	Identify company's unique selling proposition (PM:272, LAP-PM-272) (MN)
Performance Indicator	Mrkt-2.6.6	Develop strategies to position products/services (PM:043) (MN)
Marketing Standard-Core	Mrkt-3	Channel Management (CM): Understands the concepts and processes needed to identify, select, monitor, and evaluate sales channels
Performance Element	Mrkt-3.1	Acquire foundational knowledge of channel management to understand its role in marketing.
Performance Indicator	Mrkt-3.1.1	Explain the nature and scope of channel management (CM:001, LAP-CM-002) (CS)
Performance Indicator	Mrkt-3.1.3	Describe the use of technology in the channel management function (CM:004) (CS)
Performance Element	Mrkt-3.2	Manage channel activities to minimize costs and to determine distribution strategies.
Performance Indicator	Mrkt-3.2.1	Coordinate channel management with other marketing activities (CM:007) (SP)
Performance Indicator	Mrkt-3.2.5	Select channels of distribution (CM:010) (MN)
Marketing Standard-Core	Mrkt-4	Marketing-Information Management (IM): Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions
Performance Element	Mrkt-4.2	Understand marketing-research activities to show command of their nature and scope.
Performance Indicator	Mrkt-4.2.1	Explain the nature of marketing research (IM:010, LAP-IM-010) (SP)
Performance Element	Mrkt-4.4	Understand data-collection methods to evaluate their appropriateness for the research problem/issue.
Performance Indicator	Mrkt-4.4.1	Describe data-collection methods (e.g., observations, mail, diaries, telephone, Internet, discussion groups, interviews, scanners, tracking tools) (IM:289, LAP-IM-017) (SP)
Performance Element	Mrkt-4.5	Interpret marketing information to test hypotheses and/or to resolve issues.
Performance Indicator	Mrkt-4.5.1	Explain techniques for processing marketing data (IM:062) (SP)
Performance Indicator	Mrkt-4.5.3	Explain the use of descriptive statistics in marketing decision making (IM:191) (SP)
Marketing Standard-Core	Mrkt-5	Market Planning (MP): Understands the concepts and strategies utilized to determine and target marketing strategies to a select audience

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Element	Mrkt-5.1	Develop marketing strategies to guide marketing tactics.
Performance Indicator	Mrkt-5.1.1	Explain the concept of marketing strategies (MP:001, LAP-MP-002) (CS)
Performance Indicator	Mrkt-5.1.2	Identify considerations in implementing global marketing strategies (MP:002) (MN)
Performance Element	Mrkt-5.2	Select target market appropriate for product/business to obtain the best return on marketing investment (ROMI).
Performance Indicator	Mrkt-5.2.2	Identify market segments (MP:004) (MN)
Performance Indicator	Mrkt-5.2.3	Develop customer profile (MP:031) (MN)
Performance Indicator	Mrkt-5.2.4	Select target market (MP:005) (MN)
Performance Element	Mrkt-5.3	Employ marketing-information to plan marketing activities.
Performance Indicator	Mrkt-5.3.4	Conduct market analysis (market size, area, potential, etc.) (MP:009) (MN)
Performance Indicator	Mrkt-5.3.5	Conduct SWOT analysis for use in the marketing planning process (MP:010, LAP-MP-010) (MN)
Performance Indicator	Mrkt-5.3.9	Forecast sales for marketing plan (MP:014) (MN)
Performance Indicator	Mrkt-5.3.10	Set marketing goals and objectives (MP:015) (MN)
Performance Indicator	Mrkt-5.3.12	Set marketing budget (MP:017) (MN) Develop marketing plan (MP:018) (MN)
Marketing Standard-Core	Mrkt-6	Pricing (PI): Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value
Performance Element	Mrkt-6.1	Develop a foundational knowledge of pricing to understand its role.
Performance Indicator	Mrkt-6.1.1	Explain the nature and scope of the pricing function (PI:001, LAP-PI-001) (SP)
Performance Indicator	Mrkt-6.1.2	Describe the role of business ethics in pricing (PI:015) (SP)
Performance Indicator	Mrkt-6.1.3	Explain the use of technology in the pricing function (PI:016) (SP)
Marketing Standard-Core	Mrkt-7	Promotion (PR): Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome
Performance Element	Mrkt-7.1	Acquire a foundational knowledge of promotion to understand its nature and scope.
Performance Indicator	Mrkt-7.1.1	Explain the role of promotion as a marketing function (PR:001, LAP-PR-002) (CS)
Performance Indicator	Mrkt-7.1.2	Explain the types of promotion (i.e., institutional, product) (PR:002, LAP-PR-004) (CS)
Performance Element	Mrkt-7.2	Understand promotional channels used to communicate with targeted audiences.
Performance Indicator	Mrkt-7.2.1	Explain types of advertising media (PR:007, LAP-PR-003) (SP)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	Mrkt-7.2.3	Explain the nature of direct marketing channels (PR:089) (SP)
Performance Element	Mrkt-7.3	Understand the use of an advertisement's components to communicate with targeted audiences.
Performance Indicator	Mrkt-7.3.1	Explain the components of advertisements (PR:014) (SP)
Performance Element	Mrkt-7.4	Understand the use of public-relations activities to communicate with targeted audiences.
Performance Indicator	Mrkt-7.4.1	Identify types of public-relations activities (PR:252) (SP)
Performance Indicator	Mrkt-7.4.2	Discuss internal and external audiences for public-relations activities (PR:253) (SP)
Marketing Standard-Core	Mrkt-8	Selling (SE): 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
Performance Element	Mrkt-8.1	Acquire a foundational knowledge of selling to understand its nature and scope.
Performance Indicator	Mrkt-8.1.1	Explain the nature and scope of the selling function (SE:017, LAP-SE-017) (CS)
Performance Indicator	Mrkt-8.1.2	Explain the role of customer service as a component of selling relationships (SE:076, LAP-SE-076) (CS)
Performance Element	Mrkt-8.2	Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.
Performance Indicator	Mrkt-8.2.1	Acquire product information for use in selling (SE:062, LAP-SE-062) (CS)
Performance Indicator	Mrkt-8.2.2	Analyze product information to identify product features and benefits (SE:109, LAP-SE-109) (SP)
Performance Element	Mrkt-8.3	Understand sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.
Performance Indicator	Mrkt-8.3.1	Explain the selling process (SE:048, LAP-SE-048) (CS)
Performance Indicator	Mrkt-8.3.2	Discuss motivational theories that impact buying behavior (SE:359) (SP)

Marketing Communications Pathway Standards

Instructional Element	MBA Research Standard	Objective/Outcome
Marketing Standard-Communication	Mrkt-10	Communication Skills (CO): Understands the concepts, strategies, and systems used to obtain and convey ideas and information
Performance Element	Mrkt-10.1	Apply verbal skills to obtain and convey information.
Performance Indicator	Mrkt-10.1.1	Make client presentations (includes strategies and research findings) (CO:174) (SP)
Performance Element	Mrkt-10.2	Write internal and external business correspondence to convey and obtain information effectively.
Performance Indicator	Mrkt-10.2.1	Prepare contact reports (CO:175) (SP)
Performance Indicator	Mrkt-10.2.2	Maintain day-to-day content on social platforms (CO:193) (SP)
Performance Indicator	Mrkt-10.2.3	Write white papers (CO:178) (SP)
Performance Indicator	Mrkt-10.2.4	Write pitch/sales letters (CO:179) (SP)
Performance Indicator	Mrkt-10.2.5	Write new-business pitches (CO:177) (SP)
Performance Indicator	Mrkt-10.2.6	Write management reports (CO:176) (MN)
Performance Element	Mrkt-10.3	Manage communications efforts to protect brand viability.
Performance Indicator	Mrkt-10.3.1	Explain the nature of communications plans (CO:195) (SP)
Performance Indicator	Mrkt-10.3.2	Implement a communications plan (CO:196) (SP)
Performance Indicator	Mrkt-10.3.6	Develop a crisis management plan (CO:200) (MN)
Marketing Standard-Communication	Mrkt-11	Customer Relations (CR): Understands the techniques and strategies used to foster positive, ongoing relationships with customers
Performance Element	Mrkt-11.1	Foster positive relationships with customers to enhance sales.
Performance Indicator	Mrkt-11.1.1	Use digital media to enhance customer post-sales experience (CR:028) (SP)
Performance Element	Mrkt-11.2	Use communication skills to foster ethical interactions.
Performance Indicator	Mrkt-11.2.1	Apply ethics to digital communications (EI:073) (CS)
Performance Indicator	Mrkt-11.2.2	Gain commitment from client (EI:068) (SP)
Performance Indicator	Mrkt-11.2.3	Obtain buy-in to strategic thinking (EI:071) (MN)
Performance Element	Mrkt-11.4	Manage internal and external business relationships to foster positive interactions.
Performance Indicator	Mrkt-11.4.1	Foster client-agency relationship (EI:067) (SP)
Performance Indicator	Mrkt-11.4.2	Build rapport with suppliers (EI:065) (SP)
Marketing Standard-Communication	Mrkt-14	Marketing (MK): Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Element	Mrkt-14.1	Understand marketing's role and function in business to facilitate economic exchanges with customers.
Performance Indicator	Mrkt-14.1.1	Differentiate between service marketing and product marketing (MK:008) (CS)
Performance Indicator	Mrkt-14.1.2	Discuss the relationship between promotion and marketing (MK:018) (CS)
Marketing Standard-Communication	Mrkt-15	Information Management (NF): Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making
Performance Element	Mrkt-15.1	Acquire information to guide business decision-making.
Performance Indicator	Mrkt-15.1.1	Describe current issues/trends in marketing communications (NF:206) (SP)
Performance Indicator	Mrkt-15.1.2	Identify trends in social-media space (NF:210) (SP)
Marketing Standard-Communication	Mrkt-18	Product/Service Management (PM): Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities and to build brand for the organization
Performance Element	Mrkt-18.1	Understand product/service management activities to demonstrate in-depth understanding of their nature and scope.
Performance Indicator	Mrkt-18.1.1	Explain the concept of "product" in marketing communications (PM:091) (SP)
Performance Indicator	Mrkt-18.1.2	Describe services offered by the marketing-communications industry (PM:220) (SP)
Performance Element	Mrkt-18.2	Generate marketing-communications ideas to contribute to ongoing marketing communications success.
Performance Indicator	Mrkt-18.2.1	Generate marketing communications ideas (PM:187) (SP)
Performance Indicator	Mrkt-18.2.2	Screen marketing communications ideas (PM:188) (MN)
Performance Indicator	Mrkt-18.2.3	Develop a creative concept (PM:226) (MN)
Performance Element	Mrkt-18.5	Evaluate the effectiveness of the marketing-communications mix to make product-mix decisions.
Performance Indicator	Mrkt-18.5.1	Identify techniques that can be used to evaluate product-mix effectiveness (PM:247) (MN)
Performance Indicator	Mrkt-18.5.2	Modify product mix (PM:250) (MN)
Marketing Standard-Communication	Mrkt-19	Marketing-Information Management (IM): Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions
Performance Element	Mrkt-19.1	Plan marketing-research activities to ensure appropriateness and adequacy of data-collection efforts.
Performance Indicator	Mrkt-19.1.1	Analyze media research tools (IM:303) (MN)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	Mrkt-19.1.2	Select appropriate research techniques for marketing communications (IM:464) (MN)
Performance Element	Mrkt-19.3	Collect marketing information to ensure accuracy and adequacy of data for decision-making in marketing communications.
Performance Indicator	Mrkt-19.3.1	Gather brand information (IM:361) (SP)
Performance Indicator	Mrkt-19.3.2	Conduct pre-campaign testing (IM:323) (SP)
Performance Indicator	Mrkt-19.3.3	Track performance of promotional activities (IM:410) (SP)
Marketing Standard-Communication	Mrkt-20	Market Planning (MP): Understands the concepts and strategies utilized to determine and target marketing strategies to a select audience
Performance Element	Mrkt-20.1	Select target market appropriate for product/business to obtain the best return on marketing investment (ROMI).
Performance Indicator	Mrkt-20.1.1	Identify ways to segment markets for marketing communications (MP:028) (SP)
Performance Indicator	Mrkt-20.1.2	Describe the nature of target marketing in marketing communications (MP:029) (SP)
Performance Indicator	Mrkt-20.1.3	Use digital tools to aid in market segmentation (MP:039) (MN)
Marketing Standard-Communication	Mrkt-22	Promotion (PR): Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired Promotion (PR)
Performance Element	Mrkt-22.3	Use product placement to build brand and to promote products.
Performance Indicator	Mrkt-22.3.1	Explain the use of product placement (PR:323) (SP)
Performance Indicator	Mrkt-22.3.2	Identify opportunities for product placement (PR:331) (MN)
Performance Element	Mrkt-22.4	Understand the use of direct marketing to attract attention and to build brand.
Performance Indicator	Mrkt-22.4.1	Discuss types of direct mail tactics (PR:301) (SP)
Performance Indicator	Mrkt-22.4.2	Explain the nature of online advertising (e.g., advergaming, virtual worlds, display ads, banner ads, pop-up ads, pay-per-click ads, etc.) (PR:164) (SP)
Performance Indicator	Mrkt-22.4.3	Explain the nature of email marketing tactics (PR:165) (SP)
Performance Indicator	Mrkt-22.4.4	Explain the role of business websites in digital marketing (PR:364) (SP)
Performance Indicator	Mrkt-22.4.5	Explain the use of social media for digital marketing (PR:365) (SP)
Performance Indicator	Mrkt-22.4.8	Discuss the use of podcasts/webcasts (PR:298) (SP)
Performance Indicator	Mrkt-22.4.10	Explain the use of video/images for digital marketing (PR:366) (SP)
Performance Indicator	Mrkt-22.4.12	Explain mobile marketing applications (PR:367) (SP)
Performance Indicator	Mrkt-22.4.13	Discuss the use of search-engine optimization tactics for digital marketing (PR:299) (SP)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Element	Mrkt-22.5	Develop content for use in marketing communications to create interest in product/business/idea.
Performance Indicator	Mrkt-22.5.1	Identify effective advertising headlines (PR:330) (SP)
Performance Indicator	Mrkt-22.5.2	Explain the use of storytelling in marketing (PR:388) (SP)
Performance Indicator	Mrkt-22.5.4	Write copy for advertisements (PR:368) (SP)
Performance Indicator	Mrkt-22.5.7	Write direct-mail letters (PR:122) (SP)
Performance Indicator	Mrkt-22.5.10	Write e-mail marketing copy (PR:362) (SP)
Performance Indicator	Mrkt-22.5.12	Write content for use on the website (PR:370) (SP)
Performance Indicator	Mrkt-22.5.13	Write content for use in social media (PR:371) (SP)
Performance Indicator	Mrkt-22.5.17	Write mobile marketing content (PR:372) (SP)
Performance Element	Mrkt-22.7	Critique advertisements to ensure achievement of marketing communications goals/objectives.
Performance Indicator	Mrkt-22.7.1	Check advertising proofs (PR:130) (SP)
Performance Indicator	Mrkt-22.7.2	Evaluate storyboards for broadcast advertisements (PR:309) (MN)
Performance Indicator	Mrkt-22.7.3	Assess collateral pieces for direct marketing (PR:261) (MN)
Performance Indicator	Mrkt-22.7.4	Critique advertisements (PR:272) (MN)
Performance Element	Mrkt-22.9	Manage media planning and placement to enhance return on marketing investment.
Performance Indicator	Mrkt-22.9.4	Select advertising media (PR:010) (MN)
Performance Indicator	Mrkt-22.9.7	Schedule ads and commercials (PR:131) (SP)
Performance Element	Mrkt-22.11	Utilize publicity to inform stakeholders of business activities.
Performance Indicator	Mrkt-22.11.2	Write a press release (PR:057) (SP)
Performance Indicator	Mrkt-22.11.3	Create a public-service announcement (PR:268) (SP)
Performance Indicator	Mrkt-22.11.4	Create a press kit (PR:226) (SP)
Performance Element	Mrkt-22.16	Plan marketing communications to maximize effectiveness and to minimize costs.
Performance Indicator	Mrkt-22.16.4	Develop offline campaign to drive traffic to online platforms (PR:380) (MN)
Performance Indicator	Mrkt-22.16.5	Determine appropriateness of promotional strategy across product lines (PR:159) (MN)
Performance Indicator	Mrkt-22.16.9	Develop an advertising campaign (PR:079) (MN)
Performance Indicator	Mrkt-22.16.11	Develop digital marketing strategies (PR:383) (MN)
Performance Indicator	Mrkt-22.16.12	Develop social media plan (PR:384) (MN)

Instructional Element	MBA Research Standard	Objective/Outcome
Marketing Standard-Communication	Mrkt-23	Selling (SE): 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
Performance Element	Mrkt-23.2	Utilize sales processes and techniques to determine and satisfy customer needs.
Performance Indicator	Mrkt-23.2.1	Pitch marketing communications idea to client (SE:347) (SP)
Performance Indicator	Mrkt-23.2.2	Present an advertising campaign to clients (SE:395) (SP)

Marketing Management Pathway Standards

Instructional Element	MBA Research Standard	Objective/Outcome
Marketing Standard-Management	Mrkt-25	Financial Analysis (FI): Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources
Performance Element	Mrkt-25.2	Manage marketing finances to monitor and measure return on marketing investment (ROMI).
Performance Indicator	Mrkt-25.2.1	Allocate marketing budget (FI:320) (MN)
Performance Indicator	Mrkt-25.2.2	Calculate return on marketing investment (ROMI) (FI:321) (MN)
Marketing Standard-Management	Mrkt-31	Product/Service Management (PM): Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities and to build brand for the organization
Performance Element	Mrkt-31.4	Plan product/service management activities to facilitate product development.
Performance Indicator	Mrkt-31.4.1	Create a product/brand plan (PM:218) (MN)
Performance Indicator	Mrkt-31.4.3	Develop new-product launch plan (PM:227) (MN)
Performance Indicator	Mrkt-31.4.4	Coordinate product launches (PM:217) (MN)
Performance Element	Mrkt-31.6	Assess product packaging to improve its function and to improve its brand recognition.
Performance Indicator	Mrkt-31.6.1	Assess product-packaging requirements (PM:213) (SP)
Performance Indicator	Mrkt-31.6.2	Evaluate graphic design on packages (PM:236) (SP)
Performance Indicator	Mrkt-31.6.3	Evaluate adequacy of product packaging (PM:233) (SP)
Performance Indicator	Mrkt-31.6.4	Conduct reviews of product packaging (PM:216) (MN)
Marketing Standard-Management	Mrkt-33	Marketing-Information Management (IM): Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions
Performance Element	Mrkt-33.8	Analyze marketing information to facilitate product/service management decisions.
Performance Indicator	Mrkt-33.8.2	Measure brand value (IM:460) (MN)
Performance Indicator	Mrkt-33.8.4	Predict brand share (IM:384) (MN)
Performance Indicator	Mrkt-33.8.7	Conduct product analysis (IM:324) (MN)
Performance Indicator	Mrkt-33.8.8	Evaluate competitive products (IM:457) (MN)
Performance Indicator	Mrkt-33.8.10	Identify new-product opportunities (IM:366) (MN)
Performance Indicator	Mrkt-33.8.11	Determine needed product adaptations (IM:471) (MN)
Performance Element	Mrkt-33.9	Manage marketing information to guide and assess promotional activities.

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	Mrkt-33.9.1	Measure media audience (IM:374) (SP)
Performance Indicator	Mrkt-33.9.2	Leverage data to recommend personalized, relevant campaigns (IM:472) (SP)
Performance Indicator	Mrkt-33.9.3	Leverage data to support real-time customization of customer interactions (IM:473) (SP)
Marketing Standard-Management	Mrkt-35	Pricing (PI): Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value
Performance Element	Mrkt-35.1	Employ pricing strategies to determine optimal pricing.
Performance Indicator	Mrkt-35.1.1	Determine cost of product (breakeven, ROI, markup) (PI:019) (MN)
Performance Indicator	Mrkt-35.1.2	Calculate break-even point (PI:006, LAP-PI-006) (MN)
Performance Indicator	Mrkt-35.1.3	Establish pricing objectives (PI:044) (MN)
Performance Indicator	Mrkt-35.1.4	Select pricing policies (PI:068) (MN)
Performance Indicator	Mrkt-35.1.5	Determine terms of trading (PI:063) (MN)
Performance Indicator	Mrkt-35.1.6	Determine discounts and allowances that can be used to adjust base prices (PI:022) (MN)
Performance Indicator	Mrkt-35.1.7	Set prices (PI:007) (MN)
Performance Indicator	Mrkt-35.1.8	Adjust prices to maximize profitability (PI:008) (MN)
Performance Element	Mrkt-36.2	Participate in company's community outreach involvement to foster a positive company image and to meet other professionals.
Performance Indicator	Mrkt-36.2.1	Explain the importance of company involvement in community activities (PR:315) (SP)
Performance Element	Mrkt-36.3	Plan marketing communications to maximize effectiveness and to minimize costs.
Performance Indicator	Mrkt-36.3.3	Develop communications objectives (PR:287) (MN)
Performance Indicator	Mrkt-36.3.4	Develop promotional-mix activities (PR:289) (MN)
Performance Indicator	Mrkt-36.3.5	Develop advertising plans to achieve communications objectives (PR:286) (MN)
Performance Indicator	Mrkt-36.3.6	Develop sales promotion plan to achieve communications objectives (PR:292) (MN)
Performance Indicator	Mrkt-36.3.7	Develop public relations/publicity plan to achieve communications objectives (PR:290) (MN)

Merchandising Pathway Standards

Instructional Element	MBA Research Standard	Objective/Outcome
Marketing Standard-Merchandising	Mrkt-47	Operations (OP): Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning
Performance Element	Mrkt-47.4	Acquire foundational knowledge of distribution to understand its role and function.
Performance Indicator	Mrkt-47.4.1	Explain the nature and scope of distribution (OP:522) (CS)
Performance Indicator	Mrkt-47.4.3	Describe the use of technology in distribution (OP:524) (SP)
Performance Indicator	Mrkt-47.4.4	Explain legal considerations in distribution (OP:525) (SP)
Performance Indicator	Mrkt-47.4.5	Describe ethical considerations in distribution (OP:526) (SP)
Performance Element	Mrkt-47.5	Utilize order-fulfillment processes to move product through the supply chain.
Performance Indicator	Mrkt-47.5.1	Use an information system for order fulfillment (OP:380) (CS)
Performance Element	Mrkt-47.6	Implement receiving processes to ensure accuracy and quality of incoming shipments.
Performance Indicator	Mrkt-47.6.1	Explain the receiving process (OP:384) (CS)
Performance Indicator	Mrkt-47.6.2	Explain stock-handling techniques used in receiving deliveries (OP:385) (CS)
Performance Indicator	Mrkt-47.6.3	Process incoming merchandise (OP:386) (CS)
Marketing Standard-Merchandising	Mrkt-49	Product/Service Management (PM): Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities and to build brand for the organization
Performance Element	Mrkt-49.1	Apply quality assurances to enhance product/service offerings.
Performance Indicator	Mrkt-49.1.1	Determine the impact of product standards' issues associated with global business (PM:278) (SP)
Performance Element	Mrkt-49.2	Utilize assortment-mix strategies to create maximum mix of products at minimum cost.
Performance Indicator	Mrkt-49.2.1	Obtain samples (PM:253) (SP)
Performance Indicator	Mrkt-49.2.2	Determine quality of merchandise to offer (PM:223) (SP)
Performance Indicator	Mrkt-49.2.7	Develop seasonal assortment strategies (PM:230) (MN)
Performance Element	Mrkt-49.3	Develop merchandise plans (budgets) to guide selection of retail products.
Performance Indicator	Mrkt-49.3.1	Explain the nature of merchandise plans (budgets) (PM:061) (SP) Calculate open-to-buy (PM:058) (SP)
Performance Indicator	Mrkt-49.3.2	Create/maintain daily sales plan (PM:219) (SP) Identify emerging trends (PM:257) (SP)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	Mrkt-49.3.3	Plan stock (PM:062) (SP)
Performance Element	Mrkt-49.4	Perform buying activities to obtain products for resale.
Performance Indicator	Mrkt-49.4.1	Write purchase orders (PM:258) (SP)
Performance Indicator	Mrkt-49.4.5	Determine quantities to buy/reorder (PM:261) (SP)
Performance Indicator	Mrkt-49.4.6	Determine when to buy/reorder (PM:262) (SP)
Marketing Standard-Merchandising	Mrkt-52	Pricing (PI): Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value
Performance Element	Mrkt-52.1	Employ pricing strategies to determine optimal pricing.
Performance Indicator	Mrkt-52.1.1	Select approach for setting a base price (cost, demand, competition) (PI:018) (MN)
Performance Indicator	Mrkt-52.1.2	Determine cost of product (breakeven, ROI, markup) (PI:019) (MN)
Performance Indicator	Mrkt-52.1.3	Calculate break-even point (PI:006, LAP-PI-006) (MN)
Marketing Standard-Merchandising	Mrkt-53	Promotion (PR): Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome
Performance Element	Mrkt-53.1	Advertise to communicate promotional messages to targeted audiences.
Performance Indicator	Mrkt-53.1.1	Proof ads (PR:346) (SP)
Performance Indicator	Mrkt-53.1.2	Analyze ad performance (PR:258) (MN)
Performance Element	Mrkt-53.2	Utilize special events to increase sales.
Performance Indicator	Mrkt-53.2.1	Plan special events (PR:360) (SP)
Performance Indicator	Mrkt-53.2.2	Prepare store/department for special event (PR:068) (SP)
Performance Element	Mrkt-53.3	Employ visual merchandising techniques to increase interest in product offerings.
Performance Indicator	Mrkt-53.3.1	Explain the use of visual merchandising in retailing (PR:023) (CS)
Performance Indicator	Mrkt-53.3.2	Distinguish between visual merchandising and display (PR:302) (CS)
Performance Indicator	Mrkt-53.3.3	Place merchandise for impact (PR:342) (SP)
Performance Indicator	Mrkt-53.3.4	Determine on-floor assortments (PR:284) (SP)
Performance Element	Mrkt-53.4	Implement display techniques to attract customers and increase sales potential.
Performance Indicator	Mrkt-53.4.1	Explain types of display arrangements (PR:026) (CS)
Performance Indicator	Mrkt-53.4.2	Maintain displays (PR:052) (CS)
Performance Indicator	Mrkt-53.4.8	Create displays (PR:047) (SP)
Performance Element	Mrkt-53.5	Manage promotional activities to maximize return on promotional efforts.

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	Mrkt-53.5.1	Develop promotional calendar (PR:209) (SP)
Performance Indicator	Mrkt-53.5.2	Plan/Schedule displays/themes with management (PR:077) (SP)
Marketing Standard-Merchandising	Mrkt-54	Selling (SE): 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
Performance Element	Mrkt-54.1	Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.
Performance Indicator	Mrkt-54.1.1	Explain the use of brand names in selling (SE:019) (CS)

Professional Selling Pathway Standards

Instructional Element	MBA Research Standard	Objective/Outcome
Marketing Standard-Selling	Mrkt-59	Selling (SE): 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
Performance Element	Mrkt-59.1	Understand sales activities to show command of their nature and scope.
Performance Indicator	Mrkt-59.1.1	Explain the impact of sales and buying cycles (SE:380) (SP)
Performance Indicator	Mrkt-59.1.2	Describe the impact that digital communication is having on selling (SE:490) (SP)
Performance Element	Mrkt-59.3	Perform pre-sales activities to facilitate sales presentation.
Performance Indicator	Mrkt-59.3.5	Determine sales strategies (SE:377) (SP)
Performance Indicator	Mrkt-59.3.7	Prepare sales presentation (SE:067) (SP)
Performance Element	Mrkt-59.4	Employ sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.
Performance Indicator	Mrkt-59.4.1	Build rapport and credibility with prospect (SE:483) (SP)
Performance Indicator	Mrkt-59.4.10	Close the sale (SE:895, LAP-SE-895) (SP)
Performance Indicator	Mrkt-59.4.12	Oversee fulfillment/completion of sale (SE:485) (SP)
Performance Element	Mrkt-59.11	Control sales activities to meet sales goals/objectives.
Performance Indicator	Mrkt-59.11.1	Set sales quotas (SE:282) (MN)
Performance Indicator	Mrkt-59.11.2	Analyze sales reports (SE:363) (MN)
Performance Indicator	Mrkt-59.11.3	Monitor sales performance (SE:391) (MN)

Business Administration Core Standards for Marketing Pathway

Instructional Element	MBA Research Standard	Objective/Outcome
BusAdm Core Standard	BA-1	Business Law (BL): Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions
BusAdm Core Standard	BA-2	Communication Skills (CO): Understands the concepts, strategies, and systems used to obtain and convey ideas and information
Performance Element	BA-2.1	Read to acquire meaning from written material and to apply the information to a task.
Performance Indicator	BA-2.1.1	Identify sources that provide relevant, valid written material (CO:054) (PQ)
Performance Indicator	BA-2.1.3	Apply written directions to achieve tasks (CO:056) (PQ)
Performance Element	BA-2.2	Apply active listening skills to demonstrate understanding of what is being said.
Performance Indicator	BA-2.2.1	Explain communication techniques that support and encourage a speaker (CO:082) (PQ)
	BA-2.2.2	Follow oral directions (CO:119) (PQ)
Performance Indicator	BA-2.2.3	Demonstrate active listening skills (CO:017, LAP-CO-017) (PQ)
Performance Element	BA-2.3	Apply verbal skills to obtain and convey information.
Performance Indicator	BA-2.3.2	Ask relevant questions (CO:058) (PQ)
Performance Indicator	BA-2.3.4	Provide legitimate responses to inquiries (CO:060) (PQ)
Performance Indicator	BA-2.3.5	Give verbal directions (CO:083) (PQ)
Performance Indicator	BA-2.3.6	Employ communication styles appropriate to target audience (CO:084) (CS)
Performance Indicator	BA-2.3.11	Make oral presentations (CO:025, LAP-CO-025) (SP)
Performance Element	BA-2.4	Record information to maintain and present a report of business activity.
Performance Indicator	BA-2.4.2	Organize information (CO:086) (CS)
Performance Element	BA-2.5	Write internal and external business correspondence to convey and obtain information effectively.
Performance Indicator	BA-2.5.2	Select and utilize appropriate formats for professional writing (CO:088) (CS)
Performance Indicator	BA-2.5.4	Write professional emails (CO:090) (CS)
Performance Indicator	BA-2.5.8	Write persuasive messages (CO:031) (SP)
Performance Indicator	BA-2.5.9	Write executive summaries (CO:091) (SP)
Performance Indicator	BA-2.5.10	Prepare simple written reports (CO:094) (SP)
Performance Indicator	BA-2.5.11	Explain how digital communications (e.g., email, text messages, chats) exposes business to risk (CO:202) (SP)
Performance Indicator	BA-2.5.12	Adapt written correspondence to targeted audiences (CO:203) (SP)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	BA-2.5.13	Use data visualization techniques (e.g., infographics, heat-maps, dynamic model outputs) (CO:204) (SP)
Performance Indicator	BA-2.5.15	Write proposals (CO:062) (MN)
Performance Element	BA-2.6	Use social media to communicate with a business's stakeholders.
Performance Indicator	BA-2.6.1	Describe the impact of a person's social media brand on the achievement of organizational objectives (CO:205) (CS)
Performance Indicator	BA-2.6.2	Distinguish between using social media for business and personal purposes (CO:206) (CS)
Performance Element	BA-2.7	Communicate with staff to clarify workplace objectives.
Performance Indicator	BA-2.7.2	Choose and use appropriate channel for workplace communication (CO:092) (CS)
BusAdm Core Standard	BA-3	Customer Relations (CR): Understands the techniques and strategies used to foster positive, ongoing relationships with customers
Performance Element	BA-3.1	Foster positive relationships with customers to enhance company image.
Performance Indicator	BA-3.1.1	Explain the nature of positive customer relations (CR:003, LAP-CR-003) (CS)
Performance Indicator	BA-3.1.6	Interpret business policies to customers/clients (CR:007) (CS)
Performance Indicator	BA-3.1.7	Build and maintain relationships with customers (CR:030) (SP)
Performance Element	BA-3.2	Resolve conflicts with/for customers to encourage repeat business.
Performance Indicator	BA-3.2.2	Demonstrate strategies for handling customer/client complaints (CR:010, LAP-CR-010) (CS)
Performance Element	BA-3.3	Reinforce company's image to exhibit the company's brand promise.
Performance Indicator	BA-3.3.1	Identify company's brand promise (CR:001, LAP-CR-006) (CS)
Performance Element	BA-3.4	Understand the nature of customer relationship management to show its contributions to a company.
Performance Indicator	BA-3.4.2	Explain the role of ethics in customer relationship management (CR:017, LAP-CR-017) (SP)
Performance Indicator	BA-3.4.3	Describe the use of technology in customer relationship management (CR:018) (SP)
BusAdm Core Standard	BA-4	Economics (EC): Understands the economic principles and concepts fundamental to business operations
Performance Element	BA-4.1	Understand fundamental economic concepts to obtain a foundation for employment in business.
Performance Indicator	BA-4.1.2	Explain the concept of economic resources (EC:003, LAP-EC-014) (CS)
Performance Indicator	BA-4.1.4	Determine economic utilities created by business activities (EC:004, LAP-EC-013) (CS)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	BA-4.1.5	Explain the principles of supply and demand (EC:005, LAP-EC-011) (CS)
Performance Indicator	BA-4.1.6	Describe the functions of prices in markets (EC:006, LAP-EC-012) (CS)
Performance Element	BA-4.2	Understand the nature of business to show its contributions to society.
Performance Indicator	BA-4.2.1	Explain the role of business in society (EC:070, LAP-EC-070) (CS)
Performance Indicator	BA-4.2.2	Describe types of business activities (EC:071, LAP-EC-071) (CS)
Performance Element	BA-4.3	Understand economic systems to be able to recognize the environments in which businesses function.
Performance Indicator	BA-4.3.6	Explain the concept of competition (EC:012, LAP-EC-008) (CS)
Performance Element	BA-4.4	Acquire knowledge of the impact of government on business activities to make informed economic decisions.
Performance Element	BA-4.5	Analyze cost/profit relationships to guide business decision-making.
Performance Indicator	BA-4.5.2	Analyze impact of specialization/division of labor on productivity (EC:014, LAP-EC-007) (SP)
BusAdm Core Standard	BA-5	Emotional Intelligence (EI): Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others
Performance Element	BA-5.1	Foster self-understanding to recognize the impact of personal feelings on others.
Performance Indicator	BA-5.1.3	Recognize and overcome personal biases and stereotypes (EI:017, LAP-EI-139) (PQ)
Performance Indicator	BA-5.1.4	Assess personal strengths and weaknesses (EI:002, LAP-EI-017) (PQ)
Performance Element	BA-5.11	Manage internal and external business relationships to foster positive interactions.
Performance Indicator	BA-5.11.2	Foster positive working relationships (EI:037, LAP-EI-037) (CS)
Performance Indicator	BA-5.11.3	Establish strategic relationships with others (EI:114) (MN)
Performance Element	BA-5.3	Apply ethics to demonstrate trustworthiness.
Performance Indicator	BA-5.3.1	Demonstrate honesty and integrity (EI:022, LAP-EI-138) (PQ)
Performance Indicator	BA-5.3.11	Manage commitments in a timely manner (EI:077, LAP-EI-077) (CS)
Performance Element	BA-5.5	Identify with others' feelings, needs, and concerns to enhance interpersonal relations.
Performance Indicator	BA-5.5.3	Maintain the confidentiality of others (EI:103) (CS)
Performance Indicator	BA-5.5.4	Exhibit cultural sensitivity (EI:033, LAP-EI-033) (CS)
Performance Element	BA-5.6	Use communication skills to foster open, honest communications.
Performance Indicator	BA-5.6.3	Foster open, honest communication (EI:129, LAP-EI-129) (SP)
Performance Indicator	BA-5.6.6	Use social media to solicit new ideas and solutions (EI:107) (SP)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Element	BA-5.7	Use communication skills to influence others.
Performance Indicator	BA-5.7.1	"Sell" ideas to others (EI:108, LAP-EI-108) (SP)
Performance Element	BA-5.9	Implement teamwork techniques to accomplish goals.
Performance Indicator	BA-5.9.1	Participate as a team member (EI:045, LAP-EI-045) (CS)
Performance Indicator	BA-5.9.2	Use consensus-building skills (EI:011, LAP-EI-019) (SP)
Performance Element	BA-7.3	Manage personal finances to achieve financial goals.
Performance Indicator	BA-7.3.7	Demonstrate the wise use of credit (FI:071) (CS)
Performance Indicator	BA-7.3.9	Make responsible financial decisions (FI:783) (CS)
Performance Indicator	BA-7.3.10	Protect against identity theft (FI:073) (CS)
BusAdm Core Standard	BA-9	Marketing (MK): Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives
Performance Element	BA-9.1	Understand marketing's role and function in business to facilitate economic exchanges with customers.
Performance Indicator	BA-9.1.2	Describe marketing functions and related activities (MK:002, LAP-MK-001) (CS)
Performance Element	BA-9.2	Acquire foundational knowledge of customer/client/business behavior to understand what motivates decision-making.
Performance Indicator	BA-9.2.1	Explain factors that influence customer/client/business buying behavior (MK:014, LAP-MK-014) (SP)
BusAdm Core Standard	BA-11	Operations (OP): Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning
Performance Element	BA-11.3	Implement safety procedures to minimize loss.
Performance Indicator	BA-11.3.1	Follow instructions for use of equipment, tools, and machinery (OP:006) (PQ)
Performance Indicator	BA-11.3.2	Follow safety precautions (OP:007) (PQ)
Performance Element	BA-11.9	Utilize project management skills to improve workflow and minimize costs.
Performance Indicator	BA-11.9.3	Evaluate project success (OP:521, LAP-OP-521) (CS)
BusAdm Core Standard	BA-12	Professional Development (PD): Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career
Performance Element	BA-12.1	Acquire self-development skills to enhance relationships and improve efficiency in the work environment.
Performance Element	BA-12.5	Participate in career planning to enhance job-success potential.
Performance Indicator	BA-12.5.4	Identify sources of career information (PD:022) (CS)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	BA-12.5.6	Explain employment opportunities in business (PD:025, LAP-PD-025) (CS)
Performance Element	BA-12.6	Implement job-seeking skills to obtain employment.
Performance Indicator	BA-12.6.1	Utilize job-search strategies (PD:026) (PQ)
Performance Indicator	BA-12.6.2	Complete a job application (PD:027) (PQ)
BusAdm Core Standard	BA-13	Strategic Management (SM): Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department
Performance Element	BA-13.2	Utilize planning tools to guide organization's/department's activities.
Performance Indicator	BA-13.2.7	Develop action plans (SM:012) (ON)

Business Management Pathway Standards

The Business Management Pathway is designed to prepare students for a career business management and administration. Standards include:

- [Business Management Pathway Standards](#)

Business Management Pathway Courses

- Business Leadership (12052)
- Business Law (12054)
- Accounting I (12108)

Business Management Pathway Standards

Instructional Element	MBA Research Standard	Objective/Outcome
BusAdm Core Standard	BA-1	Business Law (BL): Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions
Performance Element	BA-1.1	Acquire foundational knowledge of business laws and regulations to understand their nature and scope.
Performance Indicator	BA-1.1.1	Comply with the spirit and intent of laws and regulations (BL:163, LAP-BL-163) (CS)
Performance Element	BA-1.5	Apply knowledge of business ownership to establish and continue business operations.
Performance Indicator	BA-1.5.1	Explain types of business ownership (BL:003, LAP-BL-001) (CS)
BusAdm Core Standard	BA-2	Communication Skills (CO): Understands the concepts, strategies, and systems used to obtain and convey ideas and information
Performance Element	BA-2.1	Read to acquire meaning from written material and to apply the information to a task.
Performance Indicator	BA-2.1.1	Identify sources that provide relevant, valid written material (CO:054) (PQ)
Performance Indicator	BA-2.1.3	Apply written directions to achieve tasks (CO:056) (PQ)
Performance Element	BA-2.2	Apply active listening skills to demonstrate understanding of what is being said.
Performance Indicator	BA-2.2.1	Explain communication techniques that support and encourage a speaker (CO:082) (PQ)
Performance Indicator	BA-2.2.2	Follow oral directions (CO:119) (PQ)
Performance Indicator	BA-2.2.3	Demonstrate active listening skills (CO:017, LAP-CO-017) (PQ)
Performance Element	BA-2.3	Apply verbal skills to obtain and convey information.
Performance Indicator	BA-2.3.2	Ask relevant questions (CO:058) (PQ)
Performance Indicator	BA-2.3.4	Provide legitimate responses to inquiries (CO:060) (PQ)
Performance Indicator	BA-2.3.6	Employ communication styles appropriate to target audience (CO:084) (CS)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Element	BA-2.4	Record information to maintain and present a report of business activity.
Performance Indicator	BA-2.4.2	Organize information (CO:086) (CS)
Performance Element	BA-2.5	Write internal and external business correspondence to convey and obtain information effectively.
Performance Indicator	BA-2.5.2	Select and utilize appropriate formats for professional writing (CO:088) (CS)
Performance Indicator	BA-2.5.4	Write professional emails (CO:090) (CS)
Performance Indicator	BA-2.5.8	Write persuasive messages (CO:031) (SP)
Performance Indicator	BA-2.5.9	Write executive summaries (CO:091) (SP)
Performance Indicator	BA-2.5.11	Explain how digital communications (e.g., email, text messages, chats) exposes business to risk (CO:202) (SP)
Performance Element	BA-2.6	Use social media to communicate with a business's stakeholders.
Performance Indicator	BA-2.6.1	Describe the impact of a person's social media brand on the achievement of organizational objectives (CO:205) (CS)
Performance Indicator	BA-2.6.2	Distinguish between using social media for business and personal purposes (CO:206) (CS)
Performance Element	BA-2.7	Communicate with staff to clarify workplace objectives.
Performance Indicator	BA-2.7.2	Choose and use appropriate channel for workplace communication (CO:092) (CS)
BusAdm Core Standard	BA-3	Customer Relations (CR): Understands the techniques and strategies used to foster positive, ongoing relationships with customers
Performance Element	BA-3.1	Foster positive relationships with customers to enhance company image.
Performance Indicator	BA-3.1.1	Explain the nature of positive customer relations (CR:003, LAP-CR-003) (CS)
Performance Indicator	BA-3.1.6	Interpret business policies to customers/clients (CR:007) (CS)
Performance Indicator	BA-3.1.7	Build and maintain relationships with customers (CR:030) (SP)
Performance Indicator	BA-3.1.8	Explain management's role in customer relations (CR:008) (MN)
Performance Element	BA-3.2	Resolve conflicts with/for customers to encourage repeat business.
Performance Indicator	BA-3.2.2	Demonstrate strategies for handling customer/client complaints (CR:010, LAP-CR-010) (CS)
Performance Element	BA-3.3	Reinforce company's image to exhibit the company's brand promise.
Performance Element	BA-3.3.1	Identify company's brand promise (CR.001, LAP-CR-006) (CS)
Performance Element	BA-3.4	Understand the nature of customer relationship management to show its contributions to a company.
Performance Indicator	BA-3.4.1	Discuss the nature of customer relationship management (CR:016, LAP-CR-016) (SP)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	BA-3.4.2	Explain the role of ethics in customer relationship management (CR:017, LAP-CR-017) (SP)
Performance Indicator	BA-3.4.3	Describe the use of technology in customer relationship management (CR:018) (SP)
BusAdm Core Standard	BA-4	Economics (EC): Understands the economic principles and concepts fundamental to business operations
Performance Element	BA-4.1	Understand fundamental economic concepts to obtain a foundation for employment in business.
Performance Indicator	BA-4.1.1	Distinguish between economic goods and services (EC:002, LAP-EC-010) (CS)
Performance Indicator	BA-4.1.2	Explain the concept of economic resources (EC:003, LAP-EC-014) (CS)
Performance Indicator	BA-4.1.4	Determine economic utilities created by business activities (EC:004, LAP-EC-013) (CS)
Performance Indicator	BA-4.1.5	Explain the principles of supply and demand (EC:005, LAP-EC-011) (CS)
Performance Indicator	BA-4.1.6	Describe the functions of prices in markets (EC:006, LAP-EC-012) (CS)
Performance Element	BA-4.2	Understand the nature of business to show its contributions to society.
Performance Indicator	BA-4.2.1	Explain the role of business in society (EC:070, LAP-EC-070) (CS)
Performance Indicator	BA-4.2.2	Describe types of business activities (EC:071, LAP-EC-071) (CS)
Performance Element	BA-4.3	Understand economic systems to be able to recognize the environments in which businesses function.
Performance Indicator	BA-4.3.3	Explain the concept of private enterprise (EC:009, LAP-EC-015) (CS)
Performance Indicator	BA-4.3.6	Explain the concept of competition (EC:012, LAP-EC-008) (CS)
Performance Element	BA-4.4	Acquire knowledge of the impact of government on business activities to make informed economic decisions.
Performance Indicator	BA-4.4.1	Determine the relationship between government and business (EC:008, LAP-EC-016) (CS)
Performance Element	BA-4.5	Analyze cost/profit relationships to guide business decision-making.
Performance Indicator	BA-4.5.1	Explain the concept of productivity (EC:013, LAP-EC-018) (CS)
Performance Indicator	BA-4.5.2	Analyze impact of specialization/division of labor on productivity (EC:014, LAP-EC-007) (SP)
Performance Indicator	BA-4.5.5	Describe the concept of economies of scale (EC:077) (MN)
BusAdm Core Standard	BA-5	Emotional Intelligence (EI): Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others
Performance Element	BA-5.1	Foster self-understanding to recognize the impact of personal feelings on others.
Performance Indicator	BA-5.1.3	Recognize and overcome personal biases and stereotypes (EI:017, LAP-EI-139) (PQ)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	BA-5.1.4	Assess personal strengths and weaknesses (EI:002, LAP-EI-017) (PQ)
Performance Element	BA-5.11	Manage internal and external business relationships to foster positive interactions.
Performance Indicator	BA-5.11.2	Foster positive working relationships (EI:037, LAP-EI-037) (CS)
Performance Indicator	BA-5.11.3	Establish strategic relationships with others (EI:114) (MN)
Performance Element	BA-5.3	Apply ethics to demonstrate trustworthiness.
Performance Indicator	BA-5.3.1	Demonstrate honesty and integrity (EI:022, LAP-EI-138) (PQ)
Performance Indicator	BA-5.3.11	Manage commitments in a timely manner (EI:077, LAP-EI-077) (CS)
Performance Element	BA-5.5	Identify with others' feelings, needs, and concerns to enhance interpersonal relations.
Performance Indicator	BA-5.5.3	Maintain the confidentiality of others (EI:103) (CS)
Performance Indicator	BA-5.5.4	Exhibit cultural sensitivity (EI:033, LAP-EI-033) (CS)
Performance Element	BA-5.6	Use communication skills to foster open, honest communications.
Performance Indicator	BA-5.6.3	Foster open, honest communication (EI:129, LAP-EI-129) (SP)
Performance Element	BA-5.7	Use communication skills to influence others.
Performance Element	BA-5.9	Implement teamwork techniques to accomplish goals.
Performance Indicator	BA-5.9.1	Participate as a team member (EI:045, LAP-EI-045) (CS)
Performance Indicator	BA-5.9.2	Use consensus-building skills (EI:011, LAP-EI-019) (SP)
BusAdm Core Standard	BA-6	Entrepreneurship (EN): Understands the concepts, processes, and skills associated with identifying new ideas, opportunities, and methods and with creating or starting a new project or venture
Performance Element	BA-7.3	Manage personal finances to achieve financial goals.
Performance Indicator	BA-7.3.7	Demonstrate the wise use of credit (FI:071) (CS)
Performance Indicator	BA-7.3.9	Make responsible financial decisions (FI:783) (CS)
Performance Indicator	BA-7.3.10	Protect against identity theft (FI:073) (CS)
Performance Element	BA-7.7	Acquire a foundational knowledge of accounting to understand its nature and scope.
Performance Indicator	BA-7.7.1	Describe the need for financial information (FI:579, LAP-FI-579) (CS)
Performance Element	BA-7.11	Manage financial resources to ensure solvency.
Performance Indicator	BA-7.11.4	Determine relationships among total revenue, marginal revenue, output, and profit (FI:358) (MN)
Performance Indicator	BA-7.11.10	Verify the accuracy of business financial records (FI:653) (ON)
BusAdm Core Standard	BA-8	Human Resources Management (HR): Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Element	BA-8.1	Understand the role and function of human resources management to obtain a foundational knowledge of its nature and scope.
Performance Indicator	BA-8.1.1	Discuss the nature of human resources management (HR:410, LAP-HR-035) (CS)
BusAdm Core Standard	BA-11	Operations (OP): Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning
Performance Element	BA-11.1	Understand operation's role and function in business to value its contribution to a company.
Performance Indicator	BA-11.1.1	Explain the nature of operations (OP:189, LAP-OP-189) (CS)
Performance Indicator	BA-11.1.2	Discuss the role of ethics in operations (OP:190, LAP-OP-190) (SP)
Performance Indicator	BA-11.1.3	Describe the use of technology in operations (OP:191) (SP)
Performance Element	BA-11.2	Adhere to health and safety regulations to support a safe work environment.
Performance Indicator	BA-11.2.1	Describe health and safety regulations in business (OP:004) (PQ)
Performance Element	BA-11.3	Implement safety procedures to minimize loss.
Performance Indicator	BA-11.3.1	Follow instructions for use of equipment, tools, and machinery (OP:006) (PQ)
Performance Indicator	BA-11.3.2	Follow safety precautions (OP:007) (PQ)
Performance Indicator	BA-11.3.3	Maintain a safe work environment (OP:008) (CS)
Performance Indicator	BA-11.3.4	Explain procedures for handling accidents (OP:009) (CS)
Performance Indicator	BA-11.3.5	Handle and report emergency situations (OP:010) (CS)
Performance Element	BA-11.5	Implement security policies/procedures to minimize chance for loss.
Performance Indicator	BA-11.5.1	Explain routine security precautions (OP:013) (CS)
Performance Element	BA-11.8	Acquire a foundational knowledge of project management to understand its nature and scope.
Performance Element	BA-11.9	Utilize project management skills to improve workflow and minimize costs.
Performance Indicator	BA-11.9.1	Plan project (OP:519, LAP-OP-519) (CS)
Performance Indicator	BA-11.9.2	Monitor projects and take corrective actions (OP:520, LAP-OP-520) (CS)
Performance Indicator	BA-11.9.3	Evaluate project success (OP:521, LAP-OP-521) (CS)
Performance Element	BA-11.10	Implement purchasing activities to obtain business supplies, equipment, resources, and services.
Performance Indicator	BA-11.10.2	Place orders/reorders (OP:016) (CS)
Performance Indicator	BA-11.10.3	Maintain inventory of supplies (OP:031) (CS)
Performance Element	BA-11.11	Understand production's role and function in business to recognize its need in an organization.

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	BA-11.11.1	Explain the concept of production (OP:017, LAP-OP-017) (CS)
Performance Element	BA-11.16	Maintain property and equipment to facilitate ongoing business activities.
Performance Indicator	BA-11.16.1	Comply with policies and procedures for use of property and equipment (OP:442) (CS)
BusAdm Core Standard	BA-12	Professional Development (PD): Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career
Performance Element	BA-12.1	Acquire self-development skills to enhance relationships and improve efficiency in the work environment.
Performance Element	BA-12.5	Participate in career planning to enhance job-success potential.
Performance Indicator	BA-12.5.4	Identify sources of career information (PD:022) (CS)
Performance Indicator	BA-12.5.6	Explain employment opportunities in business (PD:025, LAP-PD-025) (CS)
Performance Element	BA-12.6	Implement job-seeking skills to obtain employment.
Performance Indicator	BA-12.6.1	Utilize job-search strategies (PD:026) (PQ)
Performance Indicator	BA-12.6.2	Complete a job application (PD:027) (PQ)
BusAdm Core Standard	BA-13	Strategic Management (SM): Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department
Performance Element	BA-13.2	Utilize planning tools to guide organization's/department's activities.
Performance Indicator	BA-13.2.1	Explain the nature of business plans (SM:007, LAP-SM-007) (MN)
Performance Indicator	BA-13.2.2	Develop company goals/objectives (SM:008) (ON)
Performance Indicator	BA-13.2.7	Develop action plans (SM:012) (ON)
Performance Indicator	BA-13.2.8	Develop business plan (SM:013, LAP-SM-013) (ON)
Performance Element	BA-13.4	Identify potential business threats and opportunities to protect a business's financial well-being.
Performance Indicator	BA-13.4.2	Conduct a risk assessment of an event (SM:076) (SP)
Performance Indicator	BA-13.4.3	Identify speculative business risks (SM:077) (MN)

Entrepreneurship Pathway Standards

The Entrepreneurship Pathway is designed to prepare students for a starting their own business, supporting entrepreneurial initiatives, and fostering entrepreneurial mindsets. Standards include:

- [Entrepreneurship Pathway Standards](#)

Entrepreneurship Pathway Courses

- Entrepreneurship (12053)
- Business Leadership (12052)
- Business Law (12054)
- Marketing (12164)
- Accounting I (12108)

Entrepreneurship Pathway Standards

Instructional Element	MBA Research Standard	Objective/Outcome
BusAdm Core Standard	BA-1	Business Law (BL): Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions
Performance Element	BA-1.1	Acquire foundational knowledge of business laws and regulations to understand their nature and scope.
Performance Indicator	BA-1.1.1	Comply with the spirit and intent of laws and regulations (BL:163, LAP-BL-163) (CS)
Performance Element	BA-1.5	Apply knowledge of business ownership to establish and continue business operations.
Performance Indicator	BA-1.5.1	Explain types of business ownership (BL:003, LAP-BL-001) (CS)
BusAdm Core Standard	BA-2	Communication Skills (CO): Understands the concepts, strategies, and systems used to obtain and convey ideas and information
Performance Element	BA-2.1	Read to acquire meaning from written material and to apply the information to a task.
Performance Indicator	BA-2.1.1	Identify sources that provide relevant, valid written material (CO:054) (PQ)
Performance Indicator	BA-2.1.3	Apply written directions to achieve tasks (CO:056) (PQ)
Performance Element	BA-2.2	Apply active listening skills to demonstrate understanding of what is being said.
Performance Indicator	BA-2.2.1	Explain communication techniques that support and encourage a speaker (CO:082) (PQ)
Performance Indicator	BA-2.2.2	Follow oral directions (CO:119) (PQ)
Performance Indicator	BA-2.2.3	Demonstrate active listening skills (CO:017, LAP-CO-017) (PQ)
Performance Element	BA-2.3	Apply verbal skills to obtain and convey information.
Performance Indicator	BA-2.3.2	Ask relevant questions (CO:058) (PQ)
Performance Indicator	BA-2.3.4	Provide legitimate responses to inquiries (CO:060) (PQ)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	BA-2.3.5	Give verbal directions (CO:083) (PQ)
Performance Indicator	BA-2.3.6	Employ communication styles appropriate to target audience (CO:084) (CS)
Performance Indicator	BA-2.3.11	Make oral presentations (CO:025, LAP-CO-025) (SP)
Performance Element	BA-2.4	Record information to maintain and present a report of business activity.
Performance Indicator	BA-2.4.2	Organize information (CO:086) (CS)
Performance Element	BA-2.5	Write internal and external business correspondence to convey and obtain information effectively.
Performance Indicator	BA-2.5.2	Select and utilize appropriate formats for professional writing (CO:088) (CS)
Performance Indicator	BA-2.5.4	Write professional emails (CO:090) (CS)
Performance Indicator	BA-2.5.8	Write persuasive messages (CO:031) (SP)
Performance Indicator	BA-2.5.9	Write executive summaries (CO:091) (SP)
Performance Indicator	BA-2.5.11	Explain how digital communications (e.g., email, text messages, chats) exposes business to risk (CO:202) (SP)
Performance Indicator	BA-2.5.13	Use data visualization techniques (e.g., infographics, heat-maps, dynamic model outputs) (CO:204) (SP)
Performance Indicator	BA-2.5.15	Write proposals (CO:062) (MN)
Performance Element	BA-2.6	Use social media to communicate with a business's stakeholders.
Performance Indicator	BA-2.6.1	Describe the impact of a person's social media brand on the achievement of organizational objectives (CO:205) (CS)
Performance Indicator	BA-2.6.2	Distinguish between using social media for business and personal purposes (CO:206) (CS)
Performance Element	BA-2.7	Communicate with staff to clarify workplace objectives.
Performance Indicator	BA-2.7.2	Choose and use appropriate channel for workplace communication (CO:092) (CS)
BusAdm Core Standard	BA-3	Customer Relations (CR): Understands the techniques and strategies used to foster positive, ongoing relationships with customers
Performance Element	BA-3.1	Foster positive relationships with customers to enhance company image.
Performance Indicator	BA-3.1.1	Explain the nature of positive customer relations (CR:003, LAP-CR-003) (CS)
Performance Indicator	BA-3.1.6	Interpret business policies to customers/clients (CR:007) (CS)
Performance Indicator	BA-3.1.7	Build and maintain relationships with customers (CR:030) (SP)
Performance Element	BA-3.2	Resolve conflicts with/for customers to encourage repeat business.
Performance Indicator	BA-3.2.2	Demonstrate strategies for handling customer/client complaints (CR:010, LAP-CR-010) (CS)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Element	BA-3.3	Reinforce company's image to exhibit the company's brand promise.
Performance Indicator	BA-3.3.1	Identify company's brand promise (CR:001, LAP-CR-006) (CS)
Performance Element	BA-3.4	Understand the nature of customer relationship management to show its contributions to a company.
Performance Indicator	BA-3.4.1	Discuss the nature of customer relationship management (CR:016, LAP-CR-016) (SP)
Performance Indicator	BA-3.4.2	Explain the role of ethics in customer relationship management (CR:017, LAP-CR-017) (SP)
Performance Indicator	BA-3.4.3	Describe the use of technology in customer relationship management (CR:018) (SP)
BusAdm Core Standard	BA-4	Economics (EC): Understands the economic principles and concepts fundamental to business operations
Performance Element	BA-4.1	Understand fundamental economic concepts to obtain a foundation for employment in business.
Performance Indicator	BA-4.1.2	Explain the concept of economic resources (EC:003, LAP-EC-014) (CS)
Performance Indicator	BA-4.1.4	Determine economic utilities created by business activities (EC:004, LAP-EC-013) (CS)
Performance Indicator	BA-4.1.5	Explain the principles of supply and demand (EC:005, LAP-EC-011) (CS)
Performance Indicator	BA-4.1.6	Describe the functions of prices in markets (EC:006, LAP-EC-012) (CS)
Performance Element	BA-4.2	Understand the nature of business to show its contributions to society.
Performance Indicator	BA-4.2.1	Explain the role of business in society (EC:070, LAP-EC-070) (CS)
Performance Indicator	BA-4.2.2	Describe types of business activities (EC:071, LAP-EC-071) (CS)
Performance Element	BA-4.3	Understand economic systems to be able to recognize the environments in which businesses function.
Performance Indicator	BA-4.3.2	Identify the impact of small business/entrepreneurship on market economies (EC:065) (CS)
Performance Indicator	BA-4.3.3	Explain the concept of private enterprise (EC:009, LAP-EC-015) (CS)
Performance Indicator	BA-4.3.6	Explain the concept of competition (EC:012, LAP-EC-008) (CS)
Performance Element	BA-4.4	Acquire knowledge of the impact of government on business activities to make informed economic decisions.
Performance Indicator	BA-4.4.1	Determine the relationship between government and business (EC:008, LAP-EC-016) (CS)
Performance Element	BA-4.5	Analyze cost/profit relationships to guide business decision-making.
Performance Indicator	BA-4.5.1	Explain the concept of productivity (EC:013, LAP-EC-018) (CS)
Performance Indicator	BA-4.5.2	Analyze impact of specialization/division of labor on productivity (EC:014, LAP-EC-007) (SP)
Performance Indicator	BA-4.5.5	Describe the concept of economies of scale (EC:077) (MN)

Instructional Element	MBA Research Standard	Objective/Outcome
BusAdm Core Standard	BA-5	Emotional Intelligence (EI): Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others
Performance Element	BA-5.1	Foster self-understanding to recognize the impact of personal feelings on others.
Performance Indicator	BA-5.1.3	Recognize and overcome personal biases and stereotypes (EI:017, LAP-EI-139) (PQ)
Performance Indicator	BA-5.1.4	Assess personal strengths and weaknesses (EI:002, LAP-EI-017) (PQ)
Performance Element	BA-5.3	Apply ethics to demonstrate trustworthiness.
Performance Indicator	BA-5.3.1	Demonstrate honesty and integrity (EI:022, LAP-EI-138) (PQ)
Performance Indicator	BA-5.3.11	Manage commitments in a timely manner (EI:077, LAP-EI-077) (CS)
Performance Element	BA-5.5	Identify with others' feelings, needs, and concerns to enhance interpersonal relations.
Performance Indicator	BA-5.5.3	Maintain the confidentiality of others (EI:103) (CS)
Performance Indicator	BA-5.5.4	Exhibit cultural sensitivity (EI:033, LAP-EI-033) (CS)
Performance Element	BA-5.6	Use communication skills to foster open, honest communications.
Performance Indicator	BA-5.6.3	Foster open, honest communication (EI:129, LAP-EI-129) (SP)
Performance Indicator	BA-5.6.6	Use social media to solicit new ideas and solutions (EI:107) (SP)
Performance Element	BA-5.7	Use communication skills to influence others.
Performance Indicator	BA-5.7.1	"Sell" ideas to others (EI:108, LAP-EI-108) (SP)
Performance Element	BA-5.9	Implement teamwork techniques to accomplish goals.
Performance Indicator	BA-5.9.1	Participate as a team member (EI:045, LAP-EI-045) (CS)
Performance Indicator	BA-5.9.2	Use consensus-building skills (EI:011, LAP-EI-019) (SP)
Performance Element	BA-5.11	Manage internal and external business relationships to foster positive interactions.
Performance Indicator	BA-5.11.2	Foster positive working relationships (EI:037, LAP-EI-037) (CS)
Performance Indicator	BA-5.11.3	Establish strategic relationships with others (EI:114) (MN)
BusAdm Core Standard	BA-6	Entrepreneurship (EN): Understands the concepts, processes, and skills associated with identifying new ideas, opportunities, and methods and with creating or starting a new project or venture
Performance Element	BA-6.1	Understand fundamental factors about entrepreneurship to recognize its role and importance in the economy
Performance Indicator	BA-6.1.2	Explain the role requirements of entrepreneurs and owners (EN:040) (SP)
Performance Indicator	BA-6.1.3	Describe the use of business ethics in entrepreneurship (EN:044, LAP-EN-044) (SP)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Element	BA-6.2	Employ entrepreneurial discovery strategies to generate feasible ideas for business ventures.
Performance Indicator	BA-6.2.1	Explain the need for entrepreneurial discovery (EN:001) (ON)
Performance Indicator	BA-6.2.2	Discuss entrepreneurial discovery processes (EN:002) (ON)
Performance Element	BA-6.3	Develop concept for new business venture to evaluate its success potential.
Performance Indicator	BA-6.3.1	Describe entrepreneurial planning considerations (EN:007) (ON)
Performance Indicator	BA-6.3.3	Assess start-up requirements (EN:009) (ON)
Performance Indicator	BA-6.3.4	Assess risks associated with venture (EN:010) (ON)
Performance Indicator	BA-6.3.5	Describe external resources useful to entrepreneurs during concept development (EN:011) (ON)
Performance Indicator	BA-6.3.6	Assess the need to use external resources for concept development (EN:012) (ON)
Performance Indicator	BA-6.3.7	Select strategies to protect intellectual property (EN:013) (ON)
Performance Indicator	BA-6.3.8	Use components of business plan to define venture idea (EN:014) (ON)
Performance Indicator	BA-6.3.9	Select market-entry strategies for conducting business internationally (EN:122) (ON)
Performance Element	BA-6.4	Determine needed resources for a new business venture to contribute to its start-up viability.
Performance Indicator	BA-6.4.1	Describe processes used to acquire adequate financial resources for venture creation/start-up (EN:015) (ON)
Performance Indicator	BA-6.4.2	Select sources to finance venture creation/start-up (EN:016) (ON)
Performance Indicator	BA-6.4.3	Explain factors to consider in determining a venture's human-resources needs (EN:017) (ON)
Performance Indicator	BA-6.4.7	Assess the costs/benefits associated with resources (EN:021) (ON)
Performance Element	BA-6.5	Actualize new business venture to generate profit and/or meet objectives.
Performance Indicator	BA-6.5.1	Establish banking procedures (EN:042) (ON)
Performance Indicator	BA-6.5.2	Use external resources to supplement entrepreneur's expertise (EN:022) (ON)
Performance Indicator	BA-6.5.4	Establish line of credit (EN:043) (ON)
Performance Indicator	BA-6.5.5	Evaluate risk-taking opportunities (EN:024) (ON)
Performance Indicator	BA-6.5.6	Explain the need for business systems and procedures (EN:025) (ON)
Performance Indicator	BA-6.5.7	Describe the use of operating procedures (EN:026) (ON)
Performance Indicator	BA-6.5.8	Explain methods/processes for organizing workflow (EN:027) (ON)
Performance Indicator	BA-6.5.9	Develop and/or provide product/service (EN:028) (ON)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	BA-6.5.10	Use creative problem-solving in business activities/decisions (EN:029) (ON)
Performance Indicator	BA-6.5.11	Explain the impact of resource productivity on venture success (EN:030) (ON)
Performance Indicator	BA-6.5.12	Create processes for ongoing opportunity recognition (EN:031) (ON)
Performance Indicator	BA-6.5.13	Develop plan to invest resources into improving current products or creating new ones (EN:032) (ON)
Performance Indicator	BA-6.5.14	Adapt to changes in business environment (EN:033) (ON)
BusAdm Core Standard	BA-7	Financial Analysis (FI): Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources
Performance Element	BA-7.1	Understand the fundamental principles of money needed to make financial exchanges.
Performance Indicator	BA-7.1.1	Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.) (FI:058) (PQ)
Performance Indicator	BA-7.1.4	Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments, etc.) (FI:061) (PQ)
Performance Indicator	BA-7.1.5	Explain the time value of money (FI:062) (CS)
Performance Indicator	BA-7.1.6	Explain the purposes and importance of credit (FI:002, LAP-FI-002) (CS)
Performance Element	BA-7.2	Analyze financial needs and goals to determine financial requirements.
Performance Indicator	BA-7.2.2	Set financial goals (FI:065) (CS)
Performance Element	BA-7.3	Manage personal finances to achieve financial goals.
Performance Indicator	BA-7.3.10	Protect against identity theft (FI:073) (CS)
Performance Indicator	BA-7.3.7	Demonstrate the wise use of credit (FI:071) (CS)
Performance Indicator	BA-7.3.9	Make responsible financial decisions (FI:783) (CS)
Performance Element	BA-7.7	Acquire a foundational knowledge of accounting to understand its nature and scope.
Performance Indicator	BA-7.7.1	Describe the need for financial information (FI:579, LAP-FI-579) (CS)
Performance Element	BA-7.8	Implement accounting procedures to track money flow and to determine financial status.
Performance Element	BA-7.9	Acquire a foundational knowledge of finance to understand its nature and scope.
Performance Indicator	BA-7.9.1	Explain the role of finance in business (FI:354, LAP-FI-354) (CS)
Performance Indicator	BA-7.9.2	Discuss the role of ethics in finance (FI:355, LAP-FI-355) (SP)
Performance Indicator	BA-7.9.3	Explain legal considerations for finance (FI:356) (SP)
Performance Element	BA-7.11	Manage financial resources to ensure solvency.
Performance Indicator	BA-7.11.1	Describe the nature of budgets (FI:106, LAP-FI-106) (SP)

Instructional Element	MBA Research Standard	Objective/Outcome
Performance Indicator	BA-7.11.2	Explain the nature of operating budgets (FI:098) (SU)
Performance Indicator	BA-7.11.4	Determine relationships among total revenue, marginal revenue, output, and profit (FI:358) (MN)
Performance Indicator	BA-7.11.6	Forecast sales (FI:096) (MN)
Performance Indicator	BA-7.11.10	Verify the accuracy of business financial records (FI:653) (ON)
BusAdm Core Standard	BA-9	Marketing (MK): Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives
Performance Element	BA-9.2	Acquire foundational knowledge of customer/client/business behavior to understand what motivates decision-making.
Performance Indicator	BA-9.2.1	Explain factors that influence customer/client/business buying behavior (MK:014, LAP-MK-014) (SP)
BusAdm Core Standard	BA-11	Operations (OP): Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning
Performance Element	BA-11.2	Adhere to health and safety regulations to support a safe work environment.
Performance Element	BA-11.3	Implement safety procedures to minimize loss.
Performance Indicator	BA-11.3.2	Follow safety precautions (OP:007) (PQ)
Performance Element	BA-11.8	Acquire a foundational knowledge of project management to understand its nature and scope.
Performance Element	BA-11.9	Utilize project management skills to improve workflow and minimize costs.
Performance Indicator	BA-11.9.1	Plan project (OP:519, LAP-OP-519) (CS)
Performance Indicator	BA-11.9.2	Monitor projects and take corrective actions (OP:520, LAP-OP-520) (CS)
Performance Indicator	BA-11.9.3	Evaluate project success (OP:521, LAP-OP-521) (CS)
Performance Element	BA-11.10	Implement purchasing activities to obtain business supplies, equipment, resources, and services.
Performance Indicator	BA-11.10.2	Place orders/reorders (OP:016) (CS)
Performance Indicator	BA-11.10.3	Maintain inventory of supplies (OP:031) (CS)
Performance Element	BA-11.11	Understand production's role and function in business to recognize its need in an organization.
Performance Indicator	BA-11.11.1	Explain the concept of production (OP:017, LAP-OP-017) (CS)
Performance Element	BA-11.16	Maintain property and equipment to facilitate ongoing business activities.
Performance Indicator	BA-11.16.1	Comply with policies and procedures for use of property and equipment (OP:442) (CS)

Instructional Element	MBA Research Standard	Objective/Outcome
BusAdm Core Standard	BA-12	Professional Development (PD): Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career
Performance Element	BA-12.1	Acquire self-development skills to enhance relationships and improve efficiency in the work environment.
Performance Element	BA-12.5	Participate in career planning to enhance job-success potential.
Performance Indicator	BA-12.5.4	Identify sources of career information (PD:022) (CS)
Performance Indicator	BA-12.5.7	Explain career opportunities in entrepreneurship (PD:066, LAP-PD-066) (CS)
Performance Element	BA-12.6	Implement job-seeking skills to obtain employment.
BusAdm Core Standard	BA-13	Strategic Management (SM): Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department
Performance Element	BA-13.2	Utilize planning tools to guide organization's/department's activities.
Performance Indicator	BA-13.2.1	Explain the nature of business plans (SM:007, LAP-SM-007) (MN)
Performance Indicator	BA-13.2.2	Develop company goals/objectives (SM:008) (ON)
Performance Indicator	BA-13.2.7	Develop action plans (SM:012) (ON)
Performance Indicator	BA-13.2.8	Develop business plan (SM:013, LAP-SM-013) (ON)
Performance Element	BA-13.4	Identify potential business threats and opportunities to protect a business's financial well-being.
Performance Indicator	BA-13.4.2	Conduct a risk assessment of an event (SM:076) (SP)
Performance Indicator	BA-13.4.3	Identify speculative business risks (SM:077) (MN)