Idaho CTE

Business Management (2016)

FUNCTIONS OF MANAGEMENT 1

1 Planning Function 1.1

1. Explain what planning is and why it is done. 1.1.1
2. Demonstrate the ability to set priorities. 1.1.2
3. Apply the decision-making process to a business application. 1.1.3
4. List the steps in problem solving. 1.1.4
5. Define the role of strategic planning in a business. 1.1.5
6. Identify factors involved with a strategic plan. 1.1.6
7. Describe the process involved in developing a budget. 1.1.7
8. Evaluation and measurement strategies for the effectiveness of plan implementation. 1.1.8
9. Explore company values, vision and mission statement. 1.1.9

2 Organizing Function 1.2

1. Explain the importance of organizing for the business. 1.2.1
2. Explain how the organizing function relates to using various resources to accomplish strategic goals. 1.2.2
3. Explain the advantages and disadvantages of centralization and decentralization. 1.2.3
4. Describe how the organization provides for accountability through authority and responsibility. 1.2.4
5. Demonstrate ability to delegate responsibilities. 1.2.5
6. Develop procedures for efficient workflow. 1.2.6
7. Prepare an agenda and conduct an orderly meeting. 1.2.7

3 Directing Function 1.3

1. Identify the need for leadership. 1.3.1
2. Identify leaders. 1.3.2
3. Describe leadership qualities (e.g., personality traits) of effective leaders. 1.3.3
4. Compare and contrast alternative leadership styles and the appropriate style for a given situation. 1.3.4

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5. Compare and contrast the leading/directing function to other management functions. 1.3.5

6 Describe management's role in stimulating innovation and creativity. 1.3.6

4 Controlling and Evaluating Functions 1.4

1 Define the control function and discuss how to apply it to one's life. 1.4.1

2 Discuss why the control function is used in business. 1.4.2

3 Determine the controlling strategy to be used for a given business situation 1.4.3

4 Determine alternative actions when goals are not being met in a specific situation (e.g., changing goals, changing strategies) 1.4.4

5 Prepare managerial reports about production, personnel, equipment, and operational costs. 1.4.5

6 Evaluate job applicants based upon interviews. 1.4.6

FINANCIAL DECISION MAKING 2

1 Internal and External Financial Statements 2.1

1 Describe why financial statements are important 2.1.1

2 Analyze and interpret data on financial statements 2.1.2

2 Financial Data in Planning 2.2

1 Distinguish between short- and long-term plans. 2.2.1

2 Describe how a sales forecast can be a short- or long-term plan. 2.2.2

3 Funding Sources 2.3

1 Identify traditional sources for securing financing. 2.3.1

2 Compare and contrast traditional and nontraditional sources for securing financing. 2.3.2

3 Identify the relationships among price, market share, and profitability. 2.3.3

COMPETITIVE ANALYSIS AND MARKETING STRATEGIES 3

1 Business Competition 3.1

1 Identify ways businesses compete with one another (e.g., quality, service, status, price). 3.1.1

2 Define market share. 3.1.2

3 Compare and contrast various forms of competition (e.g., pure competition, oligopoly, monopolistic. 3.1.3

4 Describe how various laws impact competition (e.g., Sherman Act, Robinson-Patman). 3.1.4

2 Competitive Advantage 3.2

1 Calculate the return on investment when given a set of financial data. 3.2.1

2 Describe ways to increase market share. 3.2.2

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Analyze relative competitive strengths and weaknesses using appropriate tools [e.g., strengths, weaknesses, opportunities, threats (SWOT)]. 3.2.3

3 Internal Comparisons and External Research Services 3.3

1. Explain the purposes of external research services and explain why businesses use them for competitive purposes. 3.3.1
2. Explain the purposes of internal research services and why businesses use them (e.g., consumer affairs, consumer panels, and marketing research). 3.3.2
3. Describe why an ongoing analysis of customer satisfaction is necessary for attaining competitive advantage. 3.3.3

HUMAN RESOURCE MANAGEMENT 4

1 Employee Development 4.1

1. Explain why orientation and ongoing training are needed for successful employee performance. 4.1.1
2. State why professional development is a shared responsibility between the business and the individual. 4.1.2
3. Identify different types of orientation and training needed. 4.1.3
4. Explain the relationship of continuous training to professional development. 4.1.4
5. Identify the benefits of other forms of employee development (e.g., workshops, conferences, course work, and professional associations). 4.1.5
6. Determine preventive actions for office communication problems. 4.1.6
7. Describe diversity and explain why it matters (e.g. social media). 4.1.7

2 Evaluation 4.2

1. Explain the need for employee evaluation. 4.2.1
2. Explain how employees are evaluated. 4.2.2
3. Identify the consequences to employees of positive or negative performance appraisals. 4.2.3
4. Describe the procedures used in the evaluation process and why they are needed. 4.2.4
5. Design an evaluation system. 4.2.5
6. Describe the legal implications of using performance appraisals to terminate or demote employees. 4.2.6
7. Choose appropriate action in solving problems involving violation of business principles. 4.2.7

3 Recruiting and Selection 4.3

1. Identify recruiting sources of new employees. 4.3.1
2. Identify methods used to recruit and select employees. 4.3.2
3. Complete a job application form. 4.3.3
4. Describe legislation affecting the selection process and why it is important (e.g., affirmative action, right to privacy). 4.3.4

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5 Identify common selection tools and determine why they are used (e.g., interview, tests, reference checks). 4.3.5

6 Develop a job description and determine how it will be used in the recruiting process. 4.3.6

4 Labor Contract Implementation 4.4

1 Describe the common elements of a labor contract. 4.4.1

2 Outline the procedures involved in the grievance process. 4.4.2

3 Discuss the role of human resources personnel in the collective bargaining process. 4.4.3

5 Compensation, Promotion, Benefits, and Incentives 4.5

1 Identify benefits available to all employees. 4.5.1

2 Explain the methods used to compensate employees (e.g., wages, salary, commission). 4.5.2

3 Identify various career paths available to employees. 4.5.3

4 Calculate wages paid under various compensation methods. 4.5.4

5 Describe policies and procedures used to manage compensation (e.g., company performance, benchmarking, profit sharing). 4.5.5

6 Establish criteria for promoting employees. 4.5.6

7 Describe the relative merits and possible disadvantages of internal promotion vs. hiring from outside. 4.5.7

6 Separation, Termination and Transition 4.6

1 Define the concept of downsizing and why it occurs. 4.6.1

2 Describe programs available to assist displaced employees. 4.6.2

3 Discuss how internal and external factors can affect downsizing (e.g., economy, competition, government regulations). 4.6.3

4 Identify the consequences of downsizing on the individual, the company, the economy, and society. 4.6.4

5 Discuss whether a company has a responsibility to provide retraining programs and severance packages for displaced workers. 4.6.5

7 Labor Legislation 4.7

1 Describe how the workplace has changed as a result of labor legislation (e.g., drug testing, ADA, sexual harassment, safety). 4.7.1

2 Describe why the workplace has changed as a result of labor legislation. 4.7.2

3 Discuss the viability of specific labor legislation. 4.7.3

` Discuss the effect of legislation has had on company productivity and profitability. 4.7.4

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8 Internal Communications 4.8

1. Describe the methods used by management to communicate with employees (e.g., formal and informal). 4.8.1
2. Demonstrate the effective use of various communication methods. 4.8.2
3. Differentiate among the various electronic and non electronic telecommunication methods. 4.8.3
4. Explain the importance of timely communication of information pertinent to employees. 4.8.4

ORGANIZATIONAL STRUCTURE 5

1 Basic Organizational Structures 5.1

1. Identify the levels of management. 5.1.1
2. Describe line vs. staff departments and the authority relationship between them. 5.1.2
3. Differentiate between tall and flat organizational structures. 5.1.3

2 Business Ownership 5.2

1. Identify and provide examples of basic ownership forms. 5.2.1
2. Compare and contrast the forms of business ownership. 5.2.2
3. Identify variations of basic ownership forms (e.g., franchises, employee stock ownership programs). 5.2.3

3 Organizational Models 5.3

1. State the advantages and disadvantages of the team concept to the organization. 5.3.1
2. Discuss the interrelationships of a variety of organizational models (e.g., line, line and staff, functional). 5.3.2
3. Analyze organizational charts and determine how they need to be modified. 5.3.3
4. Design an organizational chart. 5.3.4
5. Describe the effects of group dynamics on group decision making and consensus building. 5.3.5

GENERAL MANAGMENET SKILLS 6

1 Time Management Skills 6.1

1. Discuss the importance of time management, both professionally and personally, including the consequences of poor time management skills. 6.1.1
2. Perform a personal time management analysis for a given period of time. 6.1.2
3. Develop a time management plan using cases and simulations. 6.1.3

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2 Technology in Management 6.2

1. Describe the role of technology in the overall management process. 6.2.1
2. Use current technology in various facets of the managerial process. 6.2.2

3 Networking Skills 6.3

1. Describe the advantages of networking in order to achieve personal and professional advancement. 6.3.1
2. Identify available resources inside and outside of the school useful for making professional contacts (e.g., career development centers, business schools, alumni, business leaders). 6.3.2
3. Develop liaisons with community and professional organizations using strategies such as internships, volunteer work, and membership in organizations. 6.3.3
4. Demonstrate a knowledge of professional organizations. 6.3.4

4 Entrepreneurial Thinking 6.4

1. Define the entrepreneurial way of thinking and describe why it is important (e.g. opportunity recognition). 6.4.1
2. Use the entrepreneurial way of thinking in one's own life. 6.4.2
3. Apply the entrepreneurial way of thinking to solving managerial problems. 6.4.3

KNOWLEDGE OF ETHICS 7

1 Ethics in Decision Making 7.1

1. Describe a personal code of ethical behavior. 7.1.1
2. Explain the importance of trust for the successful conduct of business. 7.1.2
3. Give examples of how unethical behavior results in higher prices for consumers (e.g., insurance fraud). 7.1.3
4. Describe how and why different cultures have different ethical systems. 7.1.4
5. Explain the difference between ethics and governmental regulations. 7.1.5
6. Describe a business code of ethical behavior. 7.1.6
7. Give examples of how unethical behavior leads to governmental regulations. 7.1.7
8. Determine appropriate action in situations requiring application of business ethics. 7.1.8
9. Explain the law of precedent in the legal system. 7.1.9
10. Discuss legislation related to technology with a focus on electronic transitions, computers, and the internet. 7.1.10

2 Code of Ethics 7.2

1. Identify ethical considerations resulting from technological advances (e.g., computer snooping or hacking). 7.2.1

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2 Identify ethical considerations resulting from increasing international competition (e.g., dumping goods on the market at below-cost prices; and trading with countries where unfair labor practices, bribery, and human rights violations exist). 7.2.2

3 Identify ethical considerations resulting from increasing business positioning with politicians (e.g., should gifts, lobbying, and honoraria be given to political leaders for business gain?) 7.2.3

4 Identify ethical considerations involving employer/employee relationships (e.g., poor working conditions, hours wasted on the job, employee theft). 7.2.4

5 Identify ethical considerations affecting consumers (e.g., false advertising, shoplifting). 7.2.5

6 Select the best ways to handle confidential information. 7.2.6

7 Examine the role of social responsibility in decision making. 7.2.7

3 Social Responsibility 7.3

1 Define social responsibility. 7.3.1

2 Identify ways in which a business organization demonstrates social responsibility. 7.3.2

3 Identify ways in which a business organization demonstrates social responsibility toward its internal and external stakeholders. 7.3.3

4 Discuss the impacts resulting from business organizations being socially responsibility toward their internal and external stakeholders. 7.3.4

5 Recognize the long-term impact of practicing social responsibility. 7.3.5

6 Identify government regulations that have resulted from social irresponsibility. 7.3.6

GOVERNMENT REGULATIONS AND SOCIAL RESPONSIBILITY 8

1 Government Regulations 8.1

1 Compare the relative merits of having more vs. less government regulation of business. 8.1.1

2 Identify the effects regulation has had on specific industries (e.g., long-distance telephone service). 8.1.2

3 Compare specific government regulations and their impact on doing business both domestically and internationally. 8.1.3

4 Identify the regulating responsibilities held by various government agencies (e.g., FTC, USDA, CPSC). 8.1.4

5 Discuss how business influences government regulation (e.g., through lobbying). 8.1.5

2 Community Involvement 8.2

1 Discuss why the definition of “community” (e.g., local area, regional area, national, international) differs among businesses. 8.2.1

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2 Identify specific ways in which a company can help its community (e.g., jobs, taxes, contributions to special community projects). 8.2.2

3 Explain the pros and cons of various levels of community involvement by a business. 8.2.3

FUNCTIONS OF ORGANIZED LABOR 9

1 Roles of Organized Labor and its Influences 9.1

1 Describe the history of the labor movement and why unions were organized. 9.1.1

2 Describe the collective bargaining process including the use of mediators and arbitrators. 9.1.2

3 Describe legal strategies used by labor and management to gain competitive advantage in contract negotiations (e.g., strikes, boycotts, layoffs, lockouts). 9.1.3

4 Identify federal legislation which has affected organized labor and management and explain its effect. 9.1.4

5 Explain why the participation of workers in labor unions has changed. 9.1.5

6 Describe illegal strategies which have been used by labor and management to gain competitive advantage (e.g., wildcat strikes, secondary boycotts, preventing workers from forming unions). 9.1.6

7 Describe the changing provisions for the labor contract and reasons for such changes. 9.1.7

8 Describe the process involved in forming and operating a labor union. 9.1.8

OPERATIONS MANAGEMENT 10

1 Operations Management Principles and Procedures 10.1

1 Describe the importance of maintaining close working relationships with external suppliers. 10.1.1

2 Identify the factors considered when selecting suppliers (e.g., quality, price, reliable delivery). 10.1.2

3 Identify sources for raw materials and parts, both domestic and international. 10.1.3

4 Compare and contrast the production of parts internally vs. procurement from external sources. 10.1.4

2 Managing Inventory 10.2

1 Identify the problems associated with having too much or too little inventory. 10.2.1

2 Apply methods used to count and inspect incoming inventory. 10.2.2

3 Identify the basic forms of inventory carried by a manufacturing firm (e.g., materials and parts, work in process, finished goods). 10.2.3

4 Identify appropriate situations in which a Just-In-Time inventory system can and should be used. 10.2.4

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Develop a system for maintaining inventory system can and should be used. 10.2.5

6 Develop a system for maintaining inventory control (e.g., receiving, tracking, securing, reordering). 10.2.6

POSITIVE CUSTOMER RELATIONS 11

1 Positive Relationships to Enhance Company Image 11.1

1 Evaluate the nature of positive customer relations. 11.1.1

2 Demonstrate a customer service mindset. 11.1.2

3 Apply business policies to respond appropriately to customer inquiries. 11.1.3

4 Explain management's role in customer relations. 11.1.4

2 Resolving Conflicts to Encourage Repeat Business 11.2

1 Resolve difficult customer situations. 11.2.1

2 Formulate solutions to customer/client complaints. 11.2.2

3 Brand Promise 11.3

1 Describe a company's brand promise. 11.3.1

2 Determine ways of reinforcing a company's image through employee performance. 11.3.2

4 Customer Relationship Management 11.4

1 Discuss the nature of customer relationship management. 11.4.1

2 Explain the role of ethics in customer relationship management. 11.4.2

3 Describe the use of technology in customer relationship management. 11.4.3

PROJECT MANAGEMENT 12

1 Project Plan 12.1

1 Prepare and critique a project plan. 12.1.1

2 Explain the importance of organizing the implementation of the plan. 12.1.2

3 Explain the various resources available to accomplish the goal of plan implementation. 12.1.3

4 Describe the elements of project delegation. 12.1.4

5 Describe how proper implementation of human resources provides accountability by delegating authority and responsibility. 12.1.5

6 Implement the plan. 12.1.6