Entrepreneurship, Advanced

9094 36 weeks

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Course Description
Suggested Grade Level: 10 or 11 or 12
Prerequisites: 9093

This course is designed for students who wish to concentrate on advanced strategies for entrepreneurship, building upon concepts introduced in Entrepreneurship (9093). The focus of the course is on the development of a business plan and small business management. Students will establish, market, and maintain a business.

“Entrepreneurship, Advanced” may be offered as a complement to an existing concentration sequence in any CTE program area. In some instances, where noted, it may be combined with specific courses to create concentration sequences.

Task Essentials Table

- Tasks/competencies designated by plus icons (⊕) in the left-hand column(s) are essential
- Tasks/competencies designated by empty-circle icons (〇) are optional
- Tasks/competencies designated by minus icons (⊖) are omitted
- Tasks marked with an asterisk (*) are sensitive.

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Legend: ✦Essential ◯Non-essential ❁Omitted

Curriculum Framework

Preparing for Life as an Entrepreneur

Task Number 39

Assess risks associated with starting a business.

Definition

Assessment should include analyzing all aspects of business for the chance of losing or gaining money. Types of risk include pure risk, speculative risk, controllable risk, uncontrollable risk, and insurable risk.

Process/Skill Questions

- What risks are faced by business owners?
- How do business risks affect profits?
- How do business risk factors affect business decisions?
- How can companies protect themselves from business risks?
- What are some examples of human risks?
- How can financial risk be minimized?
- Why is it important to identify the risks of the business and include them in the business plan?
• What are the different types of theft, and what can a business owner do to protect the business from the loss that occurs?
• What is the difference between pure risk and speculative risk?

National MBAResearch Standards-Business Administration

Develop policies/procedures to protect workplace security.

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

Implement security policies/procedures to minimize chance for loss.

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

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

Task Number 40

Identify the risks involved in a business start-up.

Definition

Identification should include personal, financial, and market risks. It should reflect research data about similar businesses that describe risks specific to the industry/market involved.

Process/Skill Questions

• What is the benefit of studying the competition when assessing the risk of a business start-up?
• Are entrepreneurs risk takers by nature? Why, or why not?
• What are the effects of undercapitalization?
• What does the following quote by Anne Murphy mean?
  "...Starting a business has always been a Bungee jump. Call it thrilling, terrifying, addictive perhaps. But never safe. Ideas fail to hold. Markets are missed. Not everyone bounces back."
• What types of businesses are most likely to fall victim to crime? Why?
• What is the greatest risk to business owners? Why?

National MBAResearch Standards-Business Administration

Develop policies/procedures to protect workplace security.
Identify potential business threats and opportunities to protect a business' financial well-being.

Implement security policies/procedures to minimize chance for loss.

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

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

Task Number 41

**Explain the concept of risk management.**

**Definition**

Explanation should include

- use of insurance coverage to protect a business from loss
- differences among avoiding, assuming, and transferring risk
- types of risk (e.g., human, natural, economic).

**Process/Skill Questions**

- Why is it important to buy insurance for a business?
- What types of insurance do business owners need?
- What business risks are uninsurable?
- How does a business owner determine the appropriate amount of insurance for the business?
- What roles can technology play in protecting a business against risk?
- What security precautions can be taken to manage risk?
- How is customer service related to risk management?
- What are some examples of companies that provide risk management?
- How can risks be transferred, other than to an insurance company?
- What is the difference between controllable and uncontrollable risks?
- What is pragmatic risk management?
Develop policies/procedures to protect workplace security.

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

Implement security policies/procedures to minimize chance for loss.

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

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

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

Task Number 42

Apply business ethics to entrepreneurship.

Definition

Application should include applying principles of right and wrong to issues in the workplace including:

- human resources management, pricing, and selling
- use and protection of customer data (i.e., cybersecurity)
- marketing information management
- promotion.

Process/Skill Questions

- What does it mean to be ethical?
- What examples of unethical behavior can be found in recent news events?
- How does culture affect ethics?
- What are entrepreneurs' social responsibilities?
- Why should business owners develop written ethics policies?
- What is a conflict of interest?
- What does it mean to have a high code of ethics?
- Why is it important for a business owner to understand his/her own value system?

National MBAResearch Standards-Business Administration

Understand the nature of business to show its contributions to society.
Task Number 43

Write business communications.

Definition

Writing should include an effective exchange of information, ideas, or feelings.

Process/Skill Questions

- What can be the result of inappropriate communication?
- Why is effective written communication essential for entrepreneurs?
- What are the various sources of communication?
- How can technology enhance written communication?
- What are the elements of effective written communication?
- Why is it essential to consider the audience when planning and writing business communication?

National MBAResearch Standards-Business Administration

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

Task Number 44

Demonstrate negotiation skills.

Definition

Demonstration should include

- defining the problem
- organizing thoughts
- presenting facts and feelings
- listening and speaking
- showing empathy and respect.

Negotiation should use compromise to find an agreement between two or more parties. Negotiation occurs when selling, seeking professional advancement, and working in a team.
Process/Skill Questions

- Why is it important for businesspeople who negotiate outside their culture to learn how the other side negotiates?
- What are examples of negotiation?
- What is the benefit of negotiation over other tactics (e.g., arguments, fights)?
- What are some business situations that may require negotiation?
- What leadership style would be most effective in situations requiring negotiation?
- What human-relations skills are necessary for successful negotiation?
- Why is it important to use verbal and nonverbal methods of persuasion in negotiation?

National MBAResearch Standards-Business Administration

Apply verbal skills to obtain and convey information.

Communicate with staff to clarify workplace objectives.

Manage internal and external business relationships to foster positive interactions.

Understanding Small-Business Management Concepts

Task Number 45

Identify the influence of small business/entrepreneurship on market economies.

Definition

Identification should include

- providing jobs
- offering a variety of goods and services to consumers
- creating and attracting competition
- stimulating demand
- providing tax revenue to government
- providing income for the community.
Process/Skill Questions

- How are entrepreneurs the driving force of economic growth in the community?
- How does creating a business attract competition?
- How can competition benefit small business owners?
- Why are small businesses important to an economy?
- How do entrepreneurs provide revenue to the government?
- How does offering a variety of goods and services affect the market economy?
- Why do small businesses have the ability to garner profits from market opportunities that have been ignored by larger corporations?
- What are the benefits of having small businesses in a community?

National MBAResearch Standards-Business Administration

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

Task Number 46

Explain legal issues related to setting up different business types.

Definition

Explanation should include following legal guidelines in the establishment of a sole proprietorship, corporation, partnership, franchise, and not-for-profit.

Process/Skill Questions

- How does a partnership make up for the shortcomings of a sole proprietorship?
- What are the liabilities of each type of ownership?
- What are benefits/drawbacks of each type of ownership?
- What are some local examples of each type of ownership?
- Because of the shared liability in a partnership, what are qualities to look for in a partner?
- What are some of the reasons for choosing the corporate form?
- What are the characteristics of a limited liability company?

National MBAResearch Standards-Business Administration

Acquire foundational knowledge of business laws and regulations to understand their nature and scope.
Task Number 47

List the steps for acquiring a business license or permit.

Definition

List should include the following:

- Identify government agencies that handle licensing and permits.
- Learn about application process.
- Complete application.
- Pay fees (up front and annually).

Process/Skill Questions

- What kinds of licenses and/or permits are required to start a business?
- What types of businesses are not required to have a business license?
- What is the difference between a business permit and a business license?
- What are the necessary steps for obtaining a business license in the locality?
- How can the Virginia Department of Business Assistance be helpful to a new business owner?
- How can the Library of Virginia be helpful to a new business owner?
- What are some potential consequences of operating without a business license?

National MBAResearch Standards-Business Administration

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

Acquire knowledge of commerce laws and regulations to continue business operations.

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

Task Number 48

Explain regulations that apply to entrepreneurial businesses.

Definition
Explanation should include statutes and laws from local, state, and federal governments that apply to running an entrepreneurial business. Regulations may include

- hours of operation
- facilities
- occupancy
- health codes
- fire/safety codes
- signage
- waste disposal
- zoning
- Americans with Disabilities Act (ADA).

**Process/Skill Questions**

- How can one be sure the business has complied with laws affecting hiring, firing, and safety of employees?
- How do regulations differ from one industry to the next (e.g., childcare, food service)?
- What are examples of regulations associated with restaurants?
- How does the ADA affect small businesses?
- What is the purpose of the Occupational Safety and Health Administration (OSHA)?
- What legal issues face entrepreneurs who start e-commerce sites?
- Why should the government oversee workplace safety?
- How can the Small Business Administration (SBA) be helpful to a new business owner?
- Who in the local area enforces compliance with regulations related to entrepreneurial businesses?

**National MBAResearch Standards-Business Administration**

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

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

**Task Number 49**

**Explain types of intellectual property.**

**Definition**

Explanation should include

- patents
• licensing
• trademarks
• copyright
• trade secrets.


Process/Skill Questions

• How can an entrepreneur find out whether their intellectual property is already registered by another entity?
• What are some steps an entrepreneur can take to protect trade secrets that cannot be registered?

National MBA Research Standards-Business Administration

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

Task Number 50

Explain human resources management functions.

Definition

Explanation should include

• recruiting employees
• hiring employees
• training employees
• managing remote employees
• terminating employees
• establishing and enforcing regulations to protect employees
• evaluating employees
• enforcing employee policies
• managing compensation packages
• maintaining a comfortable and thriving workplace culture
• resolving complaints and grievances
• managing personnel records and documentation.

Process/Skill Questions

• What are some ways human resources management protects employees?
• How are company benefits figured into the overall compensation package?
• What is involved in the hiring process?
• Under what conditions may a company lay off employees?
• How does a company determine its hiring needs?
• What are some methods of recruiting employees?
• What makes joining a labor union attractive to employees?
• How does a shrinking workforce affect small businesses?
• Which human resources functions are critical to a new business? Why?

National MBA Research Standards - Business Administration

Implement organizational skills to facilitate others' work efforts.

Manage staff growth and development to increase productivity and employee satisfaction.

Resolve staff issues/problems to enhance productivity and improve employee relationships.

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

Understand human-resource laws and regulations to facilitate business operations.

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

Task Number 51

Describe issues related to the founding team.

Definition

Description should include

• formation of teams
• operating agreement
• equity distribution (resource: Slicing Pie).

Process/Skill Questions

• What are the benefits of documenting agreements between business partners?
• What specific challenges are likely in a family-owned business?

National MBA Research Standards - Business Administration

Manage staff growth and development to increase productivity and employee satisfaction.
Utilize planning tools to guide organization's/department's activities.

Task Number 52

Explore sources of labor.

Definition

Exploration should include the benefits and liabilities of labor sources, such as

- high school and college cooperative education programs
- college campus recruitment
- internships
- employment commissions
- headhunters
- freelancers
- recruiting agencies
- industry contacts
- outsourcing agencies
- contracting agencies
- online employment sites
- social networking sites.

Process/Skill Questions

- How can entrepreneurs identify sources of labor?
- What are possible sources of labor within the local community?
- How can employment commissions and recruiting agencies help those seeking employees? Those seeking employment?
- What is the difference between a public and private employment agency?
- What is the role of the U.S. Bureau of Labor Statistics?
- How can employers use the Internet to find potential employees?
- Why is networking important when recruiting employees?
- What regulations apply to volunteers?
- How can an employer evaluate the cost benefits of various recruitment strategies?

National MBAResearch Standards-Business Administration

Determine needed resources for a new business venture to contribute to its start-up viability.
Task Number 53

Develop a job description.

Definition

Development should include the following components in paragraph form:

- Job title
- Description of the work
- Duties to be performed
- Expected qualifications
- Work hours
- Work location
- Pay and benefits
- Opportunities for advancement within the organization

Process/Skill Questions

- Why is it important to write a detailed job description for all positions/jobs?
- Why is it important to develop a job description prior to interviewing candidates?
- What sources can provide samples or models of job descriptions?
- How can a job description be developed to attract the most qualified applicants?
- How do job descriptions relate to the business organizational chart?
- Why are job descriptions an integral part of the performance development planning process?
- Why should job descriptions be updated on a regular basis?

National MBAResearch Standards-Business Administration

Implement organizational skills to facilitate others' work efforts.

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

Task Number 54

List the steps for hiring employees.

Definition

List should include
• reviewing the job descriptions
• locating sources of potential applicants
• screening applicants
• conducting the interview process
• selecting applicants.

Process/Skill Questions

• What employee characteristics are important for an entrepreneur's business?
• What are some difficulties encountered by business owners in finding qualified/compatible employees?
• How do employers screen job applicants?
• What can employers do to remain objective and fair during the hiring process?
• Why should job applicants be screened?
• What issues could occur when hiring family members or owning a family business?
• What questions should and should not be asked during the interview?
• How can a business decide the salary or pay rate for a new employee?
• What information should a job advertisement contain?
• What are the advantages and disadvantages of hiring an overqualified employee?
• Where might a business find new employees?
• Why might an employer check an applicant's social media pages?
• What types of pre-employment tests might be used to screen an employee?

National MBAResearch Standards-Business Administration

Implement organizational skills to facilitate others' work efforts.

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

Understand human-resource laws and regulations to facilitate business operations.

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Task Number 55

List steps for orienting and training employees.

Definition

List should include

• conveying company policies
• tour of facilities
• job description
• safety procedures
• grievance procedures
• payroll procedures
• benefits.

Training employees should include

• list of major duties
• schedule for training (initial, ongoing, and specialized)
• estimated cost.

Process/Skill Questions

• What constitutes an effective orientation?
• Why is it important to have well-documented employee policies?
• Why is orientation important for new employees?
• Why do most entrepreneurs train their own employees for a start-up business?
• What are some skills an employer might want a new employee to have?
• What attributes and attitudes would an employer value in a new employee?
• Why is it important to clearly communicate a company’s policies and procedures to employees?
• Of what value is a mentor to the employer? To the employee?
• What are proven ways to train an employee on product knowledge?
• Why is employee orientation important to the retention and success of an employee?

National MBAResearch Standards-Business Administration

Implement organizational skills to improve efficiency and work flow.

Implement quality-control processes to minimize errors and to expedite work flow.

Manage staff growth and development to increase productivity and employee satisfaction.

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

Task Number 56

Explain strategies for motivating employees.

Definition

Explanation should include activities, recognition, and incentives used to encourage employees, including
• competitive salary with opportunity for pay increase
• opportunity for advancement
• company culture
• desirable working conditions
• opportunity for independence and responsibility.

Process/Skill Questions

• How can a business owner enrich the jobs of entry-level workers?
• What are the key benefits of having motivated employees?
• What are the implications of a high turnover rate? How can a high turnover rate be avoided?
• How can an owner share his/her vision of the company to motivate employees?
• How can employers build loyalty within their workforce? Is employee loyalty always necessary for success?
• What are the benefits of giving employees responsibilities?
• What are some ways business owners can give employees more responsibilities?
• What motivates employees the most? Explain.
• When is the right time for a manager to delegate responsibility?
• Why would a company encourage creativity?
• What is the difference between internal and external motivation? What are the benefits of each?
• Why is it important to provide opportunities for employees to develop their skills and abilities?
• How can a company motivate employees if raises are not available?
• How is the work environment related to employee motivation?
• What are some examples of negative motivation?

National MBAResearch Standards-Business Administration

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

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

Manage staff growth and development to increase productivity and employee satisfaction.

Task Number 57

Explain human resources policies for an entrepreneurial enterprise.

Definition
Explanation should include a description of human resources policies related to

- hiring/firing employees
- training, coaching, mentoring, conferences, and seminars
- employee retention
- compensation and benefits.

**Process/Skill Questions**

- How would one develop a training program for new employees?
- What types of conferences and seminars are available for employees in a given industry?
- What are some examples of coaching? Mentoring?
- Why might a business not extend benefits to employees?
- What is the best way to train an employee on product knowledge?
- Why do entrepreneurial organizations often offer fewer benefits than other organizations?
- What are the costs associated with offering benefits?
- What are some reasons an employer might need to fire an employee?
- What steps should be taken before dismissing an employee?
- What sorts of behavior are grounds for immediate dismissal? What steps are taken in these cases to protect the company and other employees?
- Why is it important to keep documentation about employee performance?

**National MBA Research Standards-Business Administration**

Implement organizational skills to improve efficiency and workflow.

Understand human-resource laws and regulations to facilitate business operations.

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

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**Task Number 58**

**Determine insurance coverage needs and the steps in securing insurance coverage.**

**Definition**

Determination should include

- identifying types of insurance related to doing business (e.g., product liability insurance, key person insurance, errors-and-omissions) and others that are related to employees
(e.g., Federal Insurance Contributions Act [FICA], workers' compensation, life, health, accident, disability)

- estimating cost for type(s) of insurance, based on research
- locating an insurance carrier
- evaluating policies.

**Process/Skill Questions**

- What types of insurance are mandatory for companies with employees?
- Why is it important to understand some of the insurance needs of one's business before talking with an insurance agent?
- Why is it important to take care in selecting the right insurance carrier?
- What are some of the risks associated with retailing businesses? Manufacturing businesses? Construction businesses?
- What are the characteristics of an effective insurance agent?
- How can a business owner determine the proper amount of insurance coverage for the business?
- How do changes in insurance coverage affect the financial status of the business?
- What is the importance of continually evaluating one's policy?
- What resources does the National Federation of Independent Business (NFIB) provide for small business owners?

**National MBA Research Standards-Business Administration**

**Implement expense-control strategies to enhance a business's financial well-being.**

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

**Use risk management products to protect a business's financial well-being.**

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**Task Number 59**

**List the steps for obtaining contract workers.**

**Definition**

List should include

- developing a request for proposal (RFP) or scope of work
- locating sources of potential vendors
- screening vendors
- conducting the interview process
• selecting vendors.

Process/Skill Questions

• What are statutory rights?
• What is the contract of employment?
• What is the difference between an independent contractor and a freelancer?

National MBA Research Standards-Business Administration

Implement expense-control strategies to enhance a business's financial well-being.

Understand human-resource laws and regulations to facilitate business operations.

Task Number 60

Identify the uses of technology in entrepreneurship.

Definition

Identification should include processes that benefit from technology, such as

• accounting
• analytics
• business plans
• customer records
• sales
• promotion (websites, social media, marketing materials)
• inventory
• safety/security.

Process/Skill Questions

• What are advantages associated with new technology? Disadvantages?
• What are some examples of software tools common to small business?
• Why should entrepreneurs keep up-to-date with new technology?
• How can entrepreneurs use technology to attract customers?
• Why is it important to keep up-to-date customer records?
• How might the use of technology vary among different business types?
• How can new technology help an entrepreneur keep track of the business while away?

National MBA Research Standards-Business Administration
Implement organizational skills to improve efficiency and work flow.

Implement quality-control processes to minimize errors and to expedite work flow.

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

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

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**Projecting Financial Requirements**

**Task Number 61**

**Assess personal financial status.**

**Definition**

Assessment should include the components of the expenses for regular monthly payments, household expenses, and personal expenses. Personal financial status also includes the knowledge of credit and financial history.

**Process/Skill Questions**

- What resources can entrepreneurs use to get accurate information about their personal credit history?
- What indicators do lender institutions use to determine creditworthiness?
- What is the risk involved in using an increasing credit card balance to pay bills?
- What are some strategies that can be used to survive the first few years in business, when income may be low?
- What is bootstrapping? How can it help entrepreneurs in starting their own businesses?
- What are the advantages of using one's own money to finance one's business?
- How can a small business benefit from having a CPA monitor its financial records?

**National MBAResearch Standards-Business Administration**

Analyze financial needs and goals to determine financial requirements.

Manage financial resources to ensure solvency.

Manage personal finances to achieve financial goals.
Use investment strategies to ensure financial well-being.

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Task Number 62

Evaluate funding sources.

Definition

Evaluation should include sources such as

- family and friends
- self-financing (i.e., bootstrapping)
- banks
- grants
- crowdfunding
- venture capitalists
- angel investors.

Evaluation should also include

- benefits and drawbacks of the various sources
- risk and reward of funding sources
- effectiveness of a particular alternative source to a particular business.

Process/Skill Questions

- Why is financial planning important?
- What are the risks of borrowing from family and/or friends?
- What is the role of SBA in financing?
- What are the requirements to qualify for an SBA loan?
- What government agencies assist in debt-capital loans?
- What are some examples of angel financing?
- What are some sources of growth capital?
- Is venture capital a good source of start-up capital? Why, or why not?
- What role can grants play in financing a start-up venture?

National MBAResearch Standards-Business Administration

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

Manage financial resources to ensure solvency.
Understand the use of financial-services providers to aid in financial-goal achievement.

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**Task Number 63**

**Project cash flow.**

**Definition**

Projection should include projected sales, cost of sales, gross profit, total operating expenses, net income for operations, other cash disbursements, cash inflows, net cash flow, beginning cash balance, and projected ending balance.

**Process/Skill Questions**

- What part of the cash flow cycle would an entrepreneur want to move slowly? To move quickly?
- What steps can an entrepreneur take to prepare for temporary cash shortages due to seasonal sales?
- How is it possible for a company to go bankrupt during a period of rapid growth? Margins? Equipment purchases?
- How does an entrepreneur use a cash flow statement?
- What is an operational cash flow?
- What is an investment cash flow?

**National MBAResearch Standards—Business Administration**

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

Analyze cost/profit relationships to guide business decision-making.

Implement accounting procedures to track money flow and to determine financial status.

Maintain business records to facilitate business operations.

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**Task Number 64**

**Describe the importance of keeping good financial records.**

**Definition**
Description should include accounting procedure requirements for developing and analyzing income statements, balance statements, and statement of owners’ equity. Description should also include software tools for keeping accounting records.

Process/Skill Questions

- How can up-to-date and accurate financial records help a business plan for the future?
- What software tools are available for accounting in small businesses? What are the advantages and disadvantages of using software tools to track business records?
- What are the four principles of generally accepted accounting principles (GAAP)?
- How does an entrepreneur use a monthly income statement?
- What are the consequences of failure to keep accounting records up to date?
- What are the consequences of false information being reported in financial statements?
- Why is an accountant important to a small business?
- What could a business owner use to make financial decisions if no financial statements were available to analyze?
- How should a business use financial statements?
- How often are financial statements prepared/updated?

National MBAResearch Standards-Business Administration

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

Implement accounting procedures to track money flow and to determine financial status.

Task Number 65

Explain the concept of break-even analysis.

Definition

Explanation should include the formula used in a sales-based business to analyze whether an expenditure will result in a profit. The break-even point is reached when sales and costs are equal. The break-even formula may be expressed as

\[ BP = \frac{FC}{VCM} \]

or break-even point (BP) is equal to the fixed cost (FC) divided by the variable cost margin (VCM). VCM is equal to the unit price minus the variable cost per unit.

Process/Skill Questions

- How can the business owner communicate company financial goals to employees?
• What is the difference between fixed and variable operating costs?
• What is the importance of determining the break-even point?
• How does the break-even point determine product prices?
• How does the break-even point affect business decisions? Product mix decisions?
• What financial estimates are needed for a break-even analysis?

National MBAResearch Standards-Business Administration

Analyze cost/profit relationships to guide business decision-making.

Implement expense-control strategies to enhance a business's financial well-being.

Task Number 66

Explain key performance indicators (KPI).

Definition

Explanation should include

• return on investment (ROI)—the amount earned as a result of investment; yearly net profit/startup investment x 100 = ROI %
• return on sales (ROS)—a ratio expressing a company’s operational efficiency, showing how much of each dollar of sales the business keeps as profit, also known as profit margin; yearly net profit/total sales x 100 = ROS %
• customer acquisition costs (CAC)—the cost associated in convincing a customer to buy a product/service; incurred by the organization to convince a potential customer
• customer retention costs (CRC) —the cost of keeping an existing customer purchasing
• lifetime value (LTV)—the prediction of the net profit attributed to the entire future relationship with a customer
• social return on investment (SRI)—assessment used to evaluate effect of stakeholders, identify ways to improve performance, and enhance the performance of investments.

Process/Skill Questions

• What strategies can be used to obtain a desired percentage return?
• How can a high return on sales affect the profit of a business?
• How can entrepreneurs use ROS and ROI information?
• What is the difference between ROI and ROS?
• What is the difference between acquisition costs and retention costs?
• Why is it important for entrepreneurs to consider CAC and CRC?
• What is SRI, and why is it a consideration for entrepreneurs?
• How does a business retain customers?
• What is customer acquisition marketing?
• What is a good CAC ratio?
• How does a business increase customer LTV?

National MBAResearch Standards-Business Administration

Analyze cost/profit relationships to guide business decision-making.

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Task Number 67

Prepare a projected income statement.

Definition

Preparation should result in allowing the entrepreneur to make decisions for determining capital/cash needs, monitoring expenses, and helping to secure financing.

Process/Skill Questions

• What is an income statement, and what financial data does it include?
• What are the benefits of preparing a projected income statement?
• What formula is used to calculate an income statement?
• What is the role of the income statement in determining a business's profit?
• What is the gross margin?
• What are variable expenses? What are some examples?
• What are fixed costs? What are some examples?
• How can a business owner use the income statement to monitor the budget?

National MBAResearch Standards-Business Administration

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

Implement accounting procedures to track money flow and to determine financial status.

Maintain business records to facilitate business operations.

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Task Number 68

Develop a financial model.
Definition

Development should include forecasting sales, income, and expenses for short-term and long-term goal achievement.

Process/Skill Questions

- What is a balanced budget? Why must a budget be balanced for a business to be successful?
- What is the importance of a budget?
- What are the steps involved in creating a budget?
- Who within an entrepreneurial venture would be a resource to assist in the development of a budget?
- What are some software tools used in developing a budget?
- What are the consequences of not developing a budget?
- What is cash leakage?
- How does an organization set a budget?

National MBAResearch Standards-Business Administration

Analyze financial needs and goals to determine financial requirements.

Implement expense-control strategies to enhance a business's financial well-being.

Maintain business records to facilitate business operations.

Marketing a Business

Task Number 69

Explain the concept and importance of marketing research.

Definition

Explanation should include the concept that marketing research is the collection of information about

- competitors
- consumers
- products and services.
Marketing research can be descriptive, exploratory, or causal, and can be conducted through surveys, general research, statistical research, and industry research to gather primary and secondary data. Market research is used in planning a business and in the ongoing improvement of a marketing plan.

The lean startup methodology suggests that research is augmented by talking to customers and iterating based on feedback.

**Process/Skill Questions**

- Why is marketing research important to the success of a business?
- What are examples of primary data? Secondary data? What is the difference between the two?
- How is marketing research data used?
- What costs are associated with marketing research?
- Who uses marketing research?
- What are the trends in marketing research?
- What are some limitations of marketing research?
- What is the difference between market research and marketing research?
- How does a business owner find out what kind of marketing information he/she needs to know?
- How has technology changed marketing research?

**National MBAResearch Standards-Marketing**

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

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

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**Task Number 70**

**Describe the regulation of marketing information management.**

**Definition**

Description should include laws governing internal and external marketing information related to identity theft and the privacy of consumers.

**Process/Skill Questions**
• Why is the sharing of consumer information among businesses a violation of privacy?
• What are examples of internal information sources? External information sources?
• How is marketing information managed?
• What is the Enterprise Information System (EIS)?
• How can marketing information be protected from computer hackers?
• How does increased public concern for personal privacy affect marketing research techniques?

National MBAResearch Standards-Marketing

Understand data-collection methods to evaluate their appropriateness for the research problem/issue.

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Task Number 71

Conduct primary and secondary market research for a business.

Definition

Conducting market research for a business should include

• identifying the areas of questioning for a market research survey
• creating a questionnaire to ascertain this data
• developing a market survey
• having the market survey completed by prospective customers
• identifying ways of using technology to speed up the research process.

Process/Skill Questions

• What is the difference between primary and secondary research?
• What are the advantages and disadvantages of using secondary data?
• Why do businesses use secondary data first?
• Why do businesses often use rating scales to measure customer satisfaction?
• Why is it essential to conduct market research on a new business prior to start-up?
• How does a market researcher develop questions for a survey?
• Why is it important to interview people only in the target market?
• How has technology changed market research?
• What gives a survey validity?

National MBAResearch Standards-Marketing
Understand data-collection methods to evaluate their appropriateness for the research problem/issue.

Understand marketing-research design considerations to evaluate their appropriateness for the research problem/issue.

Task Number 72

Use research to analyze an industry.

Definition

Use should include secondary data (i.e., industry analysis) related to all background data and future trends of a specified industry.

Process/Skill Questions

- What are some resources an entrepreneur can use to study an industry?
- Why is it vital to the survival of a new business to have a thorough understanding of the industry?
- How should data from an industry analysis be used?
- Why is trend research important?
- Why is it important to know the audience when preparing a market research report?
- What mathematical skills are important in analyzing market research?

National MBAResearch Standards-Marketing

Interpret marketing information to test hypotheses and/or to resolve issues.

Task Number 73

Explain the concept of channels of distribution.

Definition

Explanation should include defining channels of distribution as the path a product takes from producer to consumer. Channel members include intermediaries, wholesalers, rack jobbers, drop shippers, retailers (brick-and-mortar and online), and agents. Direct distribution takes place when the producer distributes directly to consumer; indirect distribution involves one or more intermediaries.
The channel is determined by the type of product (physical vs. virtual product; service companies; vending).

**Process/Skill Questions**

- How is a distribution plan like a blueprint?
- What problems can occur if product distribution breaks down?
- What factors should an entrepreneur consider when selecting vendors and suppliers?
- How can an entrepreneur decide how many vendors to use?
- How can an unreliable vendor affect an entrepreneur's business, sales, or customer relationships?
- How might the size and/or structure of a business affect the buyer-vendor relationship?
- How might treating vendors kindly benefit a business?
- What is the function of intermediaries?
- Why is it important that all aspects of distribution work together?
- How does a business determine the most advantageous method of distribution?
- What external factors might affect the channels of distribution?
- How can a company streamline the shipping process?

**National MBAResearch Standards-Marketing**

Acquire foundational knowledge of channel management to understand its role in marketing.

Manage channel activities to minimize costs and to determine distribution strategies.

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**Task Number 74**

**Describe product positioning strategies.**

**Definition**

Description should include methods of setting a product apart from the competition. Products may be positioned according to

- price and quality
- features and benefits
- relation to competition
- relation to other products in a line.

**Process/Skill Questions**

- What makes a product a leader in the marketplace?
• What are the consequences of a company's failure to evaluate its competition?
• How might a product be positioned against a competitor’s similar product?
• What factors influence a product's positioning?
• What circumstances would necessitate a change in positioning?
• How does market research play a role in product positioning?
• How is company image related to positioning?
• How can positioning establish prestige? How can it establish brand loyalty?
• How can a small business use segmentation and positioning?
• What are the consequences of a company’s failure to evaluate its competition?
• How can a SWOT (strengths, weaknesses, opportunities, and threats) analysis help a business identify its competitive position?
• How does market research play a role in product positioning?
• How is company image related to positioning?
• How can positioning establish prestige? How can it establish brand loyalty?

National MBAResearch Standards-Marketing

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

Position products/services to acquire desired business image.

Task Number 75

Explain the role of philanthropy in marketing a business.

Definition

Explanation should include the concept that a business can create a positive image through philanthropy. Philanthropy and social responsibility not only help the community, but can also help build a positive brand, increase revenue, and attract more qualified employees.

Process/Skill Questions

• What are some examples of business philanthropic contributions in the locality?
• How do businesses decide where to direct their philanthropic activity?
• How do businesses promote their philanthropic contributions?
• What does it mean to be socially responsible?
• What role does social responsibility play in philanthropic efforts?
• How do socially responsible businesses improve the quality of life in a community?
• How can philanthropic endeavors make a business seem like a part of a community?
• What is strategic philanthropy?

National MBAResearch Standards-Marketing
Employ product-mix strategies to meet customer expectations.

Task Number 76

Develop a marketing plan.

Definition

Developing a marketing plan (i.e., a clear, written description of marketing strategies for a specific period of time) should include the following steps:

1. Identify marketing objectives.
2. Describe the target market.
3. Develop branding/logo/naming strategies.
4. Develop customer relations/service strategies.
5. Determine advertising and sales promotion strategies.
6. Determine web-presence, social media, and mobile strategies.
7. Determine public relations strategies.

Process/Skill Questions

- What resources are needed to develop a marketing plan?
- How is the target market determined?
- What are some web-presence strategies?
- How often should a marketing plan be updated?
- How can the effectiveness of a marketing plan be monitored?
- What type of research should be included in a marketing plan?
- How should a marketing plan be implemented?
- What are the consequences of not having a marketing plan?
- Why is the marketing budget part of a marketing plan?
- Why is the marketing strategy an important part of a marketing plan?
- What will be used to measure the success of a marketing plan?

National MBAResearch Standards-Business Administration

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

National MBAResearch Standards-Marketing

Employ marketing-information to plan marketing activities.
Evaluate marketing research procedures and findings to assess their credibility.

Understanding Economic Influences on a Business

Task Number 77

Identify the stages in the business cycle.

Definition

Identification should include the stages of the business cycle (i.e., fluctuations in the economy as measured by expansion and contraction) as expansion, recession, trough, and recovery.

Process/Skill Questions

- What factors affect the business cycle?
- How does government influence the business cycle?
- How does the government use interest rates to influence customer spending and borrowing?
- Why is it important to identify the stage the business cycle is in?
- What is the role of consumer confidence in the economy? How does it relate to business cycles?
- What stage of the business cycle is the U.S. economy currently in? How does this stage affect the life of the individual? The general health of the global economy?
- Why is it important to keep the economy at a healthy growth rate?
- What types of businesses might continue to do well during a recession?
- What might cause a change from the recession stage to the prosperity stage?
- What factors can keep an economy in a recession?

National MBA Research Standards-Business Administration

Understand economic indicators to recognize economic trends and conditions.

Understand the nature of business to show its contributions to society.
Task Number 78

Identify the stages of the product life cycle.

Definition

Identification should include

- introduction
- growth
- maturity
- decline.

Process/Skill Questions

- What effect does the product life cycle have on a business?
- How does each stage of the product life cycle affect the business?
- Why do some products not reach maturity?
- How does the growth stage differ from the introduction stage?
- How does the marketing mix change in each part of the product life cycle?
- What strategies could be used to move the product/service to another phase?
- How does pricing play a role in the sequence of events in the life cycle?
- What might a company do to delay the decline of a product/service?
- Does a service have a life cycle? Explain.
- How can a service adjust to the changes in technology to avoid becoming obsolete (e.g. movie rental stores)?
- How can a business remove a product that has gone into decline without losing dedicated customers?

National MBAResearch Standards-Marketing

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

Task Number 79

Explain how global trade affects entrepreneurs.

Definition

Explanation should include
the determinants of exchange rates and their effects on domestic economy
the effect of cultural and social environments on global trade
small business opportunities in international trade.

Process/Skill Questions

• What effect does a strong euro have on the buying power of the U.S. dollar?
• How does a trade deficit or surplus affect domestic business?
• What trade alliances are in place globally?
• What effect do world powers such as China and India have on global marketing?
• How does American participation in free-trade alliances affect the U.S. economy?
• How does the existence of the Internet impact the global economy?

National MBA Research Standards-Business Administration

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

Understand fundamental factors about entrepreneurship to recognize its role and importance in the economy.

Understand global trade's impact to aid business decision-making.

Applying Sales and Customer Service Skills

Task Number 80

Explain company selling policies.

Definition

Explanation should include policies related to

• forms of payment
• returns and exchanges
• sales quotas
• sales commission
• legal and ethical issues.

Process/Skill Questions
• What are the advantages and disadvantages of commission sales vs. salaried sales?
• How is sales quota determined? Why are sales quotas important?
• What are the advantages and disadvantages of a liberal return/exchange policy?
• How does a business establish selling policies?
• What legal and ethical issues could arise during the selling process?
• Why is it important for a business to keep pace with changing technology related to purchase transactions?
• Why is it important to have store return policies reported?
• What legal and ethical issues must businesses consider in selling their products and services?

National MBAResearch Standards-Marketing

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

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

Task Number 81

Explain warranties/guarantees.

Definition

Explanation should include communicating to the customer

• different types of warranties offered
• product safety legislation
• consumer responsibility and rights related to product performance.

Process/Skill Questions

• What state and federal laws govern warranties?
• How are warranties evaluated in product planning?
• What is the difference between a warranty and a guarantee?
• Why do businesses offer extended warranties?
• What alternatives can businesses offer instead of warranties?
• What are the consumer's responsibilities when it comes to product performance?

National MBAResearch Standards-Marketing

Apply quality assurances to enhance product/service offerings.
Task Number 82

Demonstrate a sales call.

Definition

Demonstration should include the steps of a sale:

- Approaching the customer
- Determining the customer’s needs
- Presenting the product's features, assets, and benefits
- Overcoming objections
- Closing the sale
- Suggestion selling
- Relationship-building

Process/Skill Questions

- What are the different types of approach? What are the advantages and disadvantages of each?
- What are some effective methods of overcoming objections?
- How can open-ended questions be used in a sales call?
- How does a salesperson's approach affect the outcome of the sale? Why is the first impression important?
- How does a successful salesperson relate a customer's wants and needs to the product/service available?
- What resources are available for a salesperson to determine the benefits of a product/service?
- What are some common objection categories?
- How can the effective salesperson tell when the time is right to close a sale?
- When should suggestion selling take place?
- Why is it important to follow up on sales?
- How can relationship building be accomplished in a brick-and-mortar store? In an Internet marketing business?
- Why is it important to establish a plan for moving forward with a potential client?
- How can technology aid businesses in the performance of sales calls?
- How have sales calls evolved in the digital age?

National MBAResearch Standards-Marketing

Understand sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.
Task Number 83

Explain methods to maintain customer loyalty.

Definition

Explanation should include the idea that maintaining customer loyalty will improve profits, establish goodwill within the community, and promote public relations among potential customers. Methods may include

- offering preferred customer incentives
- listening and responding to feedback
- providing superior service
- operating during more convenient hours than competitors
- having liberal return policies
- sending personal thank-you notes
- sending personal birthday cards.

Process/Skill Questions

- How does customer satisfaction affect internal marketing efforts?
- Why is the expression, "The customer is always right" used?
- What are some ways to establish goodwill within the community?
- How is customer satisfaction reflected in product/service mix decisions?
- How do customer service techniques and procedures differ from one business to another?
- What are the consequences of failing to evaluate customer service techniques?
- What are the benefits of innovative customer service techniques?
- How might convenience for the customer be addressed when planning and operating customer support services?
- What is the importance of sincerity in individual messages sent to customers? How is sincerity conveyed?
- Why is it important to give customers more than they expect?
- What effect has e-commerce had on customer loyalty?

National MBAResearch Standards-Marketing

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

Task Number 84
Use customer relationship management (CRM) systems to increase sales.

Definition

Use should include systems and networks to generate new business.

Use may also include other tools, such as

- email
- social media
- mobile marketing
- location-based marketing
- blogs
- QR codes
- VIP cards
- frequent shopper cards
- paper and electronic coupons
- preferred customer mailings
- personalized mailings.

Process/Skill Questions

- How effective are incentive/reward programs?
- How would a customer database be used in a business?
- What are the ethical implications of selling a customer mailing list?
- What are the advantages and disadvantages of using an electronic database?
- Why is it important to have a CRM system?
- What would be the advantages of using a cloud-based CRM system? What would be the disadvantages?
- How has CRM evolved in the digital age? What innovative CRM tools are popular today?

National MBA Research Standards-Business Administration

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

National MBA Research Standards-Marketing

Understand sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.
Starting an Entrepreneurial Business

Task Number 85

Select a form of business ownership.

Definition

Selection should be made from the following legal structures based on an analysis of each in relation to specific business needs:

- Sole proprietorship—owned by one person
- Partnership (both general and limited)—owned by a small group of people, usually two or three
- Corporation—owned by a number of people and operated under written permission from the state, with a separate legal personality from its owners
- Limited liability company (LLC)—a hybrid form of business that has characteristics of both a corporation and a partnership
- Limited liability partnership (LLP)—allows partners to enjoy limited personal liability, while general partners have unlimited liability
- S-corporation—meets specific Internal Revenue Code requirements, which gives a corporation with 100 or fewer employees the benefit of incorporation while being taxed as a partnership
- Franchise—business opportunity that allows the franchisee to start a business by legally using someone else’s (i.e., the franchisor’s) expertise, ideas, and processes
- Nonprofit corporation—formed to carry out a charitable, educational, religious, literary, or scientific purpose; does not pay federal or state income taxes from activities in which it engages to carry out its objectives
- Cooperative—an association of persons united voluntarily to meet common economic, social, and cultural needs and aspirations through a jointly owned and democratically controlled enterprise

Process/Skill Questions

- What are the advantages and disadvantages of each type of business ownership?
- What is the difference between limited and unlimited liability? What effect does that difference have on the selection of a legal structure?
- Why do most business consultants encourage entrepreneurs to incorporate?
- What type of business ownership is the simplest and least expensive and is therefore the most common for start-up business owners?
• Which types of business ownership present the most risk? Why?
• How does purchasing a franchise allow an individual to operate a business with minimum risk?
• How are the goals of nonprofits different from the goals of other legal forms of business ownership?
• What are the legal steps for establishing a business in the local community?
• How does one become part owner of a corporation?
• What are the steps involved in starting the different types of business ownerships?
• What are the basic similarities between a sole proprietorship and a franchise business? What are the advantages of each over the other?

National MBAResearch Standards-Business Administration

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

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

Task Number 86

Develop a business model and a business plan.

Definition

Development should include the following components:

• Key partners
• Key activities
• Key resources
• Value propositions
• Customer relationships
• Channels
• Customer segments
• Cost structure
• Revenue streams

Development should also include following an established format to produce the following components:

• Executive summary
• Description of the business
• Product or service
• Marketing plan
• Operation plan
• Financial plan
• Growth plan
• Appendix

Process/Skill Questions

• What is the purpose of a business plan? For whom is it written?
• How can a business plan help with the operation of the business?
• How is an effective business plan created?
• What research should be done prior to developing a business plan?
• How does a business model differ from a business plan?
• What role does a business model play in the development of a business plan?
• What is the role of the business plan in obtaining financing?
• Why is it a good idea to talk with more than one realtor when selecting a business location?
• What are some strategies an entrepreneur can use to minimize the amount of cash needed for start-up?
• What are possible consequences of not having a business plan?
• Why is it a good idea to have an accountant look over the business plan?
• What are the benefits of working in a partnership when creating a new business?
• How can partners minimize conflict while working to build a new venture?
• How do successful partners define their roles in a new business venture?

National MBAResearch Standards-Business Administration

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

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

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

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

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

Task Number 87

Develop an elevator pitch and an investor pitch.

Definition
Development should include a short summary of the product offering, including target market and value proposition. These pitches should be succinct, compelling descriptions completed in the time it takes to ride an elevator up a few floors (i.e., 30 seconds to 2 minutes).

**Process/Skill Questions**

- How does the elevator pitch help one better understand customer needs?
- Why is the ability to explain the company's offerings in a brief and compelling way a valuable business tool?
- What is the overall goal of an elevator pitch?
- What are the essential components of an elevator pitch?
- How should a team present an elevator pitch?

**National MBA Research Standards—Business Administration**

*Apply verbal skills to obtain and convey information.*

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

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**Task Number 88**

**Describe various exit strategies.**

**Definition**

Description should include provisions for liquidating a business, such as

- taking out cash over time—retain ownership of the firm; no need to look for a buyer)
- management buyout (MBO)—owner sells to managers
- employee stock ownership plan (ESOP)—provides retirement plan; partners sell stock and exit company
- mergers/acquisitions
- initial public offering (IPO)—selling stock.

**Process/Skill Questions**

- What are the pros and cons of each exit strategy?
- What exit strategy would you set up for your business? Why?
- What are some short-term/long-term approaches to exit strategies?
- When should exit strategies be developed?
- What tax implications need to be considered in selecting the exit strategy?
Task Number 89

Describe resources used by entrepreneurs for business planning.

Definition

Description should include various resources entrepreneurs might use to create components of a business plan, such as

- Small Business Administration (SBA)
- Small Business Development Centers (SBDCs)
- SCORE (formerly Service Corps of Retired Executives)
- chambers of commerce
- university programs
- trade associations
- professional consultants
- online thought leaders (e.g., SteveBlank.com, NSF I-Corps)
- Virginia Department of Business Assistance (VDBA).

Process/Skill Questions

- Where can new business owners find start-up support?
- Why is it important to consider outside resources in planning a business?
- Who would you need to consult for your business?
- How can a SCORE representative assist in business development?
- What are the benefits of networking?
- What is the purpose of a business advisory board?

National MBAResearch Standards-Business Administration

Acquire information to guide business decision-making.

Develop concept for new business venture to evaluate its success potential.
Understand the nature of business to show its contributions to society.

Task Number 90

Evaluate business acquisition options.

Definition

Evaluation should include considering the pros and cons of business acquisition options and examining existing businesses for proven productivity and profitability.

Process/Skill Questions

- What are some methods for evaluating business acquisition options?
- How might acquiring an existing business be more appealing than starting a new business, and vice versa?
- Why is purchasing an established franchise a popular and less risky option for new business owners?
- What type of business would you be interested in acquiring?
- Why is it important to research the current business owner's reasons for selling?
- How can a business measure success?
- What is mezzanine debt?

National MBAResearch Standards-Business Administration

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

Task Number 91

Develop an opening plan.

Definition

Development should include coordinating all elements pertaining to

- facilities
- employees
- merchandise
- equipment
• licenses/certifications
• insurance/legal requirements.

Process/Skill Questions

• How does a business determine its staffing needs?
• How does an entrepreneur organize items that must be completed before opening a business?
• What are some common problems encountered by entrepreneurs when opening a new business?
• Why is employee training important?
• Why is it important to set up a timeline?
• How can new technology play a role in helping a business streamline costs and track sales and inventory?
• What type of local government and community support is available to assist the opening of a new business?
• How does the opening of an online business differ from a traditional brick-and-mortar business?

National MBAResearch Standards-Business Administration

Acquire information to guide business decision-making.

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

Maintaining an Entrepreneurial Business

Task Number 92

Identify potential crises that may occur in a business and appropriate responses, using SWOT analysis.

Definition

Identification should include preparing for potential crises through the use of a SWOT analysis, which focuses on the following:

• Internal strengths—entrepreneurial ability and contacts
• Internal weaknesses—results of lack of money, training, time, experience
• External opportunity—luck, creative advantages to get ahead of competition
• External threats—anything that might be bad for business (e.g., competitors, legal problems)

Process/Skill Questions

• What are the benefits of performing a SWOT analysis?
• What are some potential crises that threaten a business?
• What resources are available to assist in crisis resolution?
• Why would it be helpful to perform a SWOT analysis of one's competitors?
• Why is the SWOT analysis an important part of the marketing plan?
• How can a SWOT analysis be used to strengthen a business idea?
• How can a SWOT analysis be used to improve a product/service?
• How can an entrepreneur use a SWOT analysis to gain market share from a competition?
• How can an entrepreneur use a SWOT analysis to determine growth areas for a new business venture?
• Why is it important to identify risks and include them in the business plan?

National MBAResearch Standards-Business Administration

Develop policies/procedures to protect workplace security.

Implement security policies/procedures to minimize chance for loss.

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

National MBAResearch Standards-Marketing

Employ marketing-information to plan marketing activities.

Task Number 93

Develop a growth plan for a business.

Definition

Development should include the five growth stages (i.e., existence, survival, early success, high growth, and maturity) and should describe the characteristics of the business during each stage and strategies to move to the next stage. Short- and long-term goals should be addressed throughout this development.

Process/Skill Questions
• Why is it so difficult to persuade a bank to loan money to a company in its start-up stage?
• What motivates an entrepreneur to work long hours, often with little or no financial reward?
• Why do most businesses never reach the stage of high growth?
• How do short- and long-term goals affect growth?
• Why is it important to research the growth plans of other companies that have achieved recent success in one's own industry and beyond?

National MBAResearch Standards-Business Administration

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

Implement organizational skills to facilitate others' work efforts.

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

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Task Number 94

Develop a plan for iterative development and continuous improvement.

Definition

Development should include

• schedule
• outline for evaluating the product or service
• promotional plan
• price structure, based on customer feedback.

Continuous improvement is a day-to-day process.

Process/Skill Questions

• How does an entrepreneur decide whether or not to make changes to a business?
• What is the purpose of a continuous improvement plan?
• What information can be used to assist the entrepreneur in making continued improvements?
• How does market research change after start-up?
• Why should a business periodically evaluate itself?
• What steps can be taken if an area of the business falls short of expectations?
Task Number 95

Update a product or service.

Definition

Update should include

- analyzing sales (i.e., comparing actual to projected)
- analyzing competitors' products/services
- researching new products in the market
- developing product/service evaluation survey for customers
- improving product/service based on customer feedback.

Process/Skill Questions

- What are some examples of changes businesses make to products?
- What are possible effects of changing a product?
- What are some factors businesses consider before adding new products?
- How do product planning and development benefit the consumer?
- How do consumers' needs and wants lead to new and improved products?
- How do environmental issues and green marketing influence product planning?
- How does a business determine whether a product or service meets the requirements of a particular market and yields enough profit to justify its continued existence?

National MBA Research Standards-Marketing

Employ product-mix strategies to meet customer expectations.

Generate product ideas to contribute to ongoing business success.
Task Number 96

Compare cash-flow budget against actual performance.

Definition

Comparison should include budgeted cash-flow reports and actual cash-flow reports to determine the differences and the effects on the business.

Process/Skill Questions

- Why are budgets important for start-up companies?
- How does an entrepreneur interpret a large variation between budget and actual cash flow?
- How often should a business review its cash-flow report?
- What are the consequences of having a negative cash flow?
- What are the consequences if a business fails to pay its bills on time?
- What is the difference between a budget and a cash-flow statement?

National MBAResearch Standards-Business Administration

Analyze cost/profit relationships to guide business decision-making.

Implement expense-control strategies to enhance a business's financial well-being.

Task Number 97

Explain the importance of compiling data for updating a business strategy.

Definition

Explanation should include the following reasons:

- To benefit future financing
- To show the growth of the business/service
- To prove the success of the business/service
- To support expansion of the business/service

Process/Skill Questions
• Which types of supporting documentation would be important for an entrepreneur's business?
• Why is it important to update documentation on a yearly basis?
• Why are the supporting documents for a business plan usually placed in a separate section at the end?
• How do these forms of documentation (e.g., financial projections, letters of commitment from customers, break-even analysis, supporting information related to the market, press releases pertinent to the company's success, patent/trademark documentation) help to update a business strategy?
• How can a business strategy be used in business introspection?
• What is the purpose of a business strategy?

National MBAResearch Standards-Marketing

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

Task Number 98

Describe procedures for maintaining regular communication with bankers, supply chain management, and other professionals.

Definition

Description should include the use of various forms of communication (e.g., telephone, written, in-person, electronic) to maintain a constant relationship with the businesses and individuals.

Process/Skill Questions

• Why is it important to maintain regular communication with outside consultants (e.g., banker, attorney, accountant)?
• Why is it important to maintain a positive relationship with vendors through regular communication?
• Why is it a risk to obtain all of one's business supplies or inventory from one vendor?
• Why is networking with other organizations important?
• How might organizations and individuals collaborate?
• When is it beneficial for businesses to develop networks?
• Why should one increase contact with one's bank during hard times?

National MBAResearch Standards-Business Administration
Manage internal and external business relationships to foster positive interactions.

**Task Number 99**

**Develop leadership and management skills.**

**Definition**

Development may take place through seminars, online courses, company training programs, or on-the-job experience and should include skills such as

- ability to understand the "big picture"
- initiative
- dependability
- ability to make a judgment call
- competence
- consistency
- honesty
- courage
- communication
- intelligence
- short- and long-term planning
- directing
- delegating
- decision-making
- evaluating performance
- fostering teamwork.

**Process/Skill Questions**

- Why is defining the problem often the most difficult step in making decisions?
- What characteristics do you most admire in a leader? Describe three leaders who have these characteristics.
- What type of leadership skill will you emphasize in your business?
- How does leadership style influence the decision-making process?
- What are some effective management techniques?
- Why is it important for a manager to be a good leader?
- Why is teamwork important to a business?
- What does it mean to delegate responsibility? Why is this an important skill for managers?
- What are the risks of delegating responsibility?
- What management skills are needed for long-term planning?
National MBA Research Standards-Business Administration

Implement organizational skills to facilitate others' work efforts.

Manage staff growth and development to increase productivity and employee satisfaction.

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

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

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

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**SOL Correlation by Task**

<table>
<thead>
<tr>
<th>Task</th>
<th>Subjects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess risks associated with starting a business.</td>
<td>English: 10.5, 11.5, 12.5</td>
</tr>
<tr>
<td></td>
<td>History and Social Science: GOVT.1, GOVT.14, GOVT.15</td>
</tr>
<tr>
<td>Identify the risks involved in a business start-up.</td>
<td>History and Social Science: GOVT.1, GOVT.14, GOVT.15</td>
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<tr>
<td>Explain the concept of risk management.</td>
<td>English: 10.5, 11.5, 12.5</td>
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<td></td>
<td>History and Social Science: GOVT.1</td>
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<tr>
<td>Apply business ethics to entrepreneurship.</td>
<td></td>
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<tr>
<td>Write business communications.</td>
<td>English: 10.6, 10.7, 11.6, 11.7, 12.6, 12.7</td>
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<tr>
<td>Demonstrate negotiation skills.</td>
<td>English: 10.1, 10.3, 11.1, 11.3, 12.1, 12.3</td>
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<tr>
<td>Identify the influence of small business/entrepreneurship on market economies.</td>
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<tr>
<td>Explain legal issues related to setting up different business types.</td>
<td>English: 10.5, 11.5, 12.5</td>
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<td></td>
<td>History and Social Science: GOVT.1, GOVT.11, GOVT.15</td>
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<tr>
<td>List the steps for acquiring a business license or permit.</td>
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<tr>
<td>Explain regulations that apply to entrepreneurial businesses.</td>
<td>English: 10.5, 11.5, 12.5</td>
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<tr>
<td>Explain types of intellectual property.</td>
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<tr>
<td>Explain human resources management functions.</td>
<td>English: 10.5, 11.5, 12.5</td>
</tr>
<tr>
<td>Task</td>
<td>Subject/Topic</td>
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<tr>
<td>---------------------------------------------------------------------</td>
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<tr>
<td>Describe issues related to the founding team.</td>
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<tr>
<td>Explore sources of labor.</td>
<td>History and Social Science: GOVT.14</td>
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<tr>
<td>Develop a job description.</td>
<td>English: 9.6, 9.7, 10.6, 10.7, 11.6, 11.7, 12.6, 12.7</td>
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<tr>
<td>List the steps for hiring employees.</td>
<td></td>
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<tr>
<td>List steps for orienting and training employees.</td>
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<tr>
<td>Explain strategies for motivating employees.</td>
<td>English: 10.5, 11.5, 12.5</td>
</tr>
<tr>
<td>Explain human resources policies for an entrepreneurial enterprise.</td>
<td>English: 10.5, 11.5, 12.5</td>
</tr>
<tr>
<td>Determine insurance coverage needs and the steps in securing insurance coverage.</td>
<td>English: 10.5, 10.8, 11.5, 11.8, 12.5, 12.8</td>
</tr>
<tr>
<td>List the steps for obtaining contract workers.</td>
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<tr>
<td>Identify the uses of technology in entrepreneurship.</td>
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<tr>
<td>Assess personal financial status.</td>
<td>English: 10.5, 11.5, 12.5</td>
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<tr>
<td>Evaluate funding sources.</td>
<td>Mathematics: PS.1*, PS.4*</td>
</tr>
<tr>
<td>Project cash flow.</td>
<td>Mathematics: A.4, AII.1, PS.1*, PS.2*, PS.4*</td>
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<tr>
<td>Describe the importance of keeping good financial records.</td>
<td>English: 10.5, 11.5, 12.5</td>
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<tr>
<td>Explain the concept of break-even analysis.</td>
<td>English: 10.5, 11.5, 12.5</td>
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<tr>
<td>Explain key performance indicators (KPI).</td>
<td>English: 10.5, 11.5, 12.5</td>
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<tr>
<td>Prepare a projected income statement.</td>
<td>Mathematics: A.4, AII.3, COM.1</td>
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<tr>
<td>Develop a financial model.</td>
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<tr>
<td>Explain the concept and importance of marketing research.</td>
<td>English: 10.5, 10.8, 11.5, 11.8, 12.5, 12.8</td>
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<tr>
<td>Describe the regulation of marketing information management.</td>
<td>English: 10.5, 11.5, 12.5</td>
</tr>
<tr>
<td>Conduct primary and secondary market research for a business.</td>
<td>English: 10.5, 10.8, 11.5, 11.8, 12.5, 12.8</td>
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<tr>
<td>Use research to analyze an industry.</td>
<td>History and Social Science: GOVT.1</td>
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<tr>
<td></td>
<td>Mathematics: AII.9, PS.1*, PS.2*, PS.4*</td>
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<tr>
<td>Activity</td>
<td>Disciplines</td>
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<td>------------------------------------------------------------------------</td>
<td>-------------------------------------------------</td>
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<tr>
<td>Explain the concept of channels of distribution.</td>
<td>English: 10.3, 10.5, 11.3, 11.5, 12.3, 12.5</td>
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<tr>
<td></td>
<td>History and Social Science: GOVT.1, GOVT.15</td>
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<td>Describe product positioning strategies.</td>
<td>English: 10.5, 11.5, 12.5</td>
</tr>
<tr>
<td>Explain the role of philanthropy in marketing a business.</td>
<td>English: 10.5, 11.5, 12.5</td>
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<tr>
<td>Develop a marketing plan.</td>
<td>English: 10.6, 10.7, 11.6, 11.7, 12.6, 12.7</td>
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<tr>
<td>Identify the stages in the business cycle.</td>
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<tr>
<td>Identify the stages of the product life cycle.</td>
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<tr>
<td>Explain how global trade affects entrepreneurs.</td>
<td>English: 10.5, 11.5, 12.5</td>
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<td></td>
<td>History and Social Science: GOVT.15</td>
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<tr>
<td>Explain company selling policies.</td>
<td>English: 10.5, 11.5, 12.5</td>
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<tr>
<td>Explain warranties/guarantees.</td>
<td>English: 10.5, 11.5, 12.5</td>
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<tr>
<td>Demonstrate a sales call.</td>
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<tr>
<td>Explain methods to maintain customer loyalty.</td>
<td>English: 10.5, 11.5, 12.5</td>
</tr>
<tr>
<td>Use customer relationship management (CRM) systems to increase sales.</td>
<td></td>
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<tr>
<td>Select a form of business ownership.</td>
<td>English: 10.5, 11.5, 12.5</td>
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<td></td>
<td>History and Social Science: GOVT.15</td>
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<tr>
<td>Develop a business model and a business plan.</td>
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<td>Mathematics: A.4, COM.1, PS.1*, PS.2*, PS.4*, PS.8*</td>
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Update a product or service.

Compare cash-flow budget against actual performance.

Explain the importance of compiling data for updating a business strategy.  
English: 10.5, 11.5, 12.5

Describe procedures for maintaining regular communication with bankers, supply chain management, and other professionals.  
English: 10.5, 10.6, 10.7, 11.5, 11.6, 11.7, 12.5, 12.6, 12.7

Develop leadership and management skills.

Teaching Resources

- **Council for Economic Education, EconEdLink.** Internet-based economic lesson materials for K-12 teachers and their students.
- **Entrepreneurs' Organization.** Professional organization site offering special features and online magazine articles related to entrepreneurship. Click on Publications for additional current and archived articles.
- **Junior Achievement.** Site promoting Junior Achievement programs.
- **Knowledge Matters, Virtual Business.** Information about Virtual Business products, designed to teach entrepreneurial knowledge and skills.
- **National Retail Federation.** Resources to advance and protect the interests of the retail industry and to help retailers achieve excellence in all areas of their business.
- **Network for Teaching Entrepreneurship (NFTE).** A site to help young people from low-income communities build skills and unlock their entrepreneurial creativity.
- **Small Business Administration.** Primary U.S. government resource site for entrepreneurs.
- **Virginia Business Incubation Association.** Information about VBIA events and resources related to business start-up.
- **Virginia Department of Business Assistance.** A Virginia government site providing resources for starting, expanding, and financing a business.
- **United States Association for Small Business and Entrepreneurship.** Teaching resources from the Knowledge Resources link.
- **U.S. Chamber of Commerce, Small Business Center.** The Chamber's site for entrepreneurs.

DECA, Inc. Information

DECA, the co-curricular student organization for Marketing, provides many opportunities through its program of work for students to apply the knowledge, skills, and processes learned in a variety of courses. The purposes of DECA's program of competitive events are as follows:

- To contribute to the development of skills necessary for careers in marketing, merchandising, management, and entrepreneurship
- To evaluate student achievement of the skills through careful measurement devices (performance indicators)
- To provide opportunities for student and team recognition
• To provide constructive avenues for individual or team expression, initiative, and creativity
• To motivate students to assume responsibility for self-improvement and self-discipline
• To provide a vehicle for students to demonstrate (via performance indicators) their acquired skills through individual or team activities
• To assist students in acquiring a realistic self-concept through individual and team activities
• To help students participate in an environment of cooperation and competition
• To provide visibility for the educational goals and objectives of marketing education.


Common Skills Developed When Participating in DECA Events

• Communication skills—The ability to exchange information and ideas with others through writing, speaking, reading, or listening
• Analytical skills—The ability to derive facts from data, findings from facts, conclusions from findings, and recommendations from conclusions
• Critical thinking/problem-solving skills
• Production skills—The ability to take a concept from an idea and make it real
• Teamwork—The ability to plan, organize, and conduct a group project
• Priorities/time management—The ability to determine priorities and manage time commitments
• The ability to evaluate presentations

Related DECA, Inc. Competitive Events

CTE student organization information correlates to course content. These DECA, Inc. competitive events available in Virginia enable students to apply and practice tasks they have mastered within the course. Other events may be applicable upon instructor discretion. Refer to the Chapter Management Guide for more information.
Appendix: Credentials, Course Sequences, and Career Cluster Information

Industry Credentials: Only apply to 36-week courses

- A*S*K Concepts of Entrepreneurship and Management Assessment
- Business of Retail: Operations & Profit Examination
- College and Work Readiness Assessment (CWRA+)
- Customer Service and Sales Certification Assessment
- Customer Service Examination
- Entrepreneurship and Small Business Examination
- National Career Readiness Certificate Assessment
- Virtual Enterprise Certification Assessment
- Workplace Readiness Skills for the Commonwealth Examination

Concentration sequences: A combination of this course and those below, equivalent to two 36-week courses, is a concentration sequence. Students wishing to complete a specialization may take additional courses based on their career pathways. A program completer is a student who has met the requirements for a CTE concentration sequence and all other requirements for high school graduation or an approved alternative education program.

- Accounting (6320/36 weeks)
- Accounting, Advanced (6321/36 weeks)
- Business Management (6135/36 weeks)
- Business Management (6136/18 weeks)
- Computer Information Systems (6612/36 weeks)
- Computer Information Systems (6614/18 weeks)
- Computer Information Systems, Advanced (6613/36 weeks)
- Computer Information Systems, Advanced (6615/18 weeks)
- Digital and Social Media Marketing (8125/36 weeks)
- Entrepreneurship (9093/36 weeks)
- Fashion Marketing (8140/36 weeks)
- Fashion Marketing, Advanced (8145/36 weeks)
- Introduction to Fashion Careers (8248/36 weeks)
- Introduction to Fashion Careers (8247/18 weeks)
- Introduction to Marketing (8110/36 weeks)
- Introduction to Marketing (8111/18 weeks)
- Lodging Management (formerly Hotel Management and Operations) (8159/36 weeks)
- Marketing (8120/36 weeks)
- Marketing Management (8132/36 weeks)
- Marketing, Advanced (8130/36 weeks)
- Opportunities in Global Trade (8135/36 weeks)
- Opportunities in Global Trade, Advanced (8136/36 weeks)
- Principles of Business and Marketing (6115/36 weeks)
- Principles of Business and Marketing (6116/18 weeks)
- Sports and Entertainment Management (8177/36 weeks)
- Sports and Entertainment Marketing (8175/36 weeks)
- Travel and Tourism Marketing (formerly Opportunities in Hospitality and Tourism) (8139/36 weeks)
- Travel, Tourism, and Destination Marketing (formerly Travel and Tourism Marketing and Sales) (8169/36 weeks)

<table>
<thead>
<tr>
<th>Career Cluster: Agriculture, Food and Natural Resources</th>
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</thead>
<tbody>
<tr>
<td><strong>Pathway</strong></td>
</tr>
<tr>
<td>Agribusiness Systems</td>
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### Career Cluster: Agriculture, Food and Natural Resources

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<td>Floral Shop Manager</td>
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<td></td>
<td>Golf Course Superintendent</td>
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<tr>
<td></td>
<td>Machine Setter, Operator</td>
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<tr>
<td></td>
<td>Nursery and Greenhouse Manager</td>
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<td></td>
<td>Ornamental Horticulturist</td>
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<td>Plant Breeder/ Geneticist</td>
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<td></td>
<td>Soil and Plant Scientist</td>
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<td>Tree Surgeon</td>
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<td>Turf Farmer</td>
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<td>Power, Structural, and Technical Systems</td>
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### Career Cluster: Architecture and Construction

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<td>Drywall Installer</td>
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<td>Electrician</td>
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<tr>
<td></td>
<td>General Contractor</td>
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<tr>
<td></td>
<td>Mason</td>
</tr>
<tr>
<td></td>
<td>Plumber, Pipefitter</td>
</tr>
<tr>
<td></td>
<td>Project Manager</td>
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<tr>
<td></td>
<td>Roofer</td>
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<td>Tile Installer</td>
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<td>Design/Pre-Construction</td>
<td>Architect</td>
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<td>Civil Engineer</td>
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<td>Interior Designer</td>
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<td>Landscape Architect</td>
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<td>Mechanical Drafter</td>
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<td>Surveyor</td>
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<td>Cabinetmaker</td>
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<td></td>
<td>Carpenter</td>
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<tr>
<td></td>
<td>Construction and Building Inspector</td>
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<tr>
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<td>Construction Manager</td>
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### Career Cluster: Architecture and Construction

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<th>Pathway</th>
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<td>General Contractor</td>
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<td>Mason</td>
</tr>
<tr>
<td></td>
<td>Plumber, Pipefitter</td>
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<tr>
<td></td>
<td>Project Manager</td>
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<tr>
<td></td>
<td>Restoration Technician</td>
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<td>Tile Installer</td>
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### Career Cluster: Arts, Audio/Video Technology and Communications

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<td>Audio and Video Equipment Technician</td>
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<tr>
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<td>Audio-Video Designer, Engineer</td>
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<tr>
<td></td>
<td>Editor</td>
</tr>
<tr>
<td></td>
<td>Graphic Designer</td>
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<tr>
<td></td>
<td>Multimedia Artist, Animator</td>
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<tr>
<td></td>
<td>Producer</td>
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<tr>
<td></td>
<td>Sound Engineering Technician</td>
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<tr>
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<td>Videographer</td>
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<td>Journalism and Broadcasting</td>
<td>Art Director</td>
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<tr>
<td></td>
<td>Broadcast Technician</td>
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<tr>
<td></td>
<td>Editor</td>
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<tr>
<td></td>
<td>Program Director</td>
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<tr>
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<td>Radio, TV Announcer</td>
</tr>
<tr>
<td></td>
<td>Radio, TV Reporter</td>
</tr>
<tr>
<td>Performing Arts</td>
<td>Cinematographer</td>
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<tr>
<td></td>
<td>Costume Designer</td>
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<tr>
<td></td>
<td>Lighting Designer</td>
</tr>
<tr>
<td></td>
<td>Technical Director</td>
</tr>
<tr>
<td></td>
<td>Video, Film Editor</td>
</tr>
<tr>
<td>Printing Technology</td>
<td>Desktop Publisher</td>
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<td>Job Printer</td>
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<td>Prepress Technician</td>
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<td>Press Operator</td>
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<td>Production, Planning, Expediting Clerk</td>
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<tr>
<td>Telecommunications</td>
<td>Computer Programmer</td>
</tr>
<tr>
<td></td>
<td>Network Systems and Data Communication Analyst</td>
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<td>Telecommunications Equipment Installer, Repairer</td>
</tr>
<tr>
<td>Visual Arts</td>
<td>Commercial Photographer</td>
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<tr>
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<td>Costume Designer</td>
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<td>Fashion Designer</td>
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<tr>
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<td>Fashion Illustrator</td>
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<td>Graphic Designer</td>
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<td>Illustrator</td>
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<td>Interior Designer</td>
</tr>
<tr>
<td></td>
<td>Media Planner, Buyer</td>
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<tr>
<td></td>
<td>Multimedia Artist, Animator</td>
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<tr>
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<td>Photographic Process Technician</td>
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<td>Career Cluster: Arts, Audio/Video Technology and Communications</td>
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<td><strong>Pathway</strong></td>
<td><strong>Occupations</strong></td>
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<td>Textile Designer</td>
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<tbody>
<tr>
<td><strong>Pathway</strong></td>
</tr>
<tr>
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</tbody>
</table>
| Administrative Support | Administrative Assistant  
Computer Operator  
Court Reporter  
Customer Service Representative  
Data Entry Specialist  
Dispatcher  
Executive Assistant  
Front Office Assistant  
Information Assistant  
Legal Assistant  
Librarian  
Library Assistant  
Medical Transcriptionist  
Office Manager  
Order Processor  
Paralegal  
Project Manager  
Receptionist  
Records Processing Assistant  
Shipping and Receiving Clerk |
| Business Information Management | Account Executive  
Administrative Assistant  
Applications Integrator  
Budget Analyst  
Communications Equipment Operator  
Computer Support Specialist  
Cost Analyst  
Court Reporter  
Customer Service Representative  
Data Entry Specialist  
Database Analyst  
Desktop Publisher  
Executive Assistant  
Financial Analyst  
Front Office Assistant  
Information Assistant  
Legal Assistant  
Maintenance Technician  
Management Analyst  
Market Research Analyst  
Marketing Manager  
Medical Transcriptionist  
Office Manager  
Operations Research Analyst |
## Career Cluster: Business Management and Administration

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Occupations</th>
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<tbody>
<tr>
<td></td>
<td>Paralegal                      Project Manager                  Receptionist                  Records Processing Assistant</td>
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<tr>
<td>General Management</td>
<td>Administrative Assistant      Administrative Services Manager             Bill and Account Collector</td>
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<tr>
<td>Human Resources Management</td>
<td>Administrative Assistant      Compensation and Benefits Manager             Compliance Officer</td>
</tr>
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<td>Operations Management</td>
<td>Administrative Services Manager Billing Manager                             Chief Operating Officer</td>
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### Career Cluster: Business Management and Administration

<table>
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<tr>
<th>Pathway</th>
<th>Occupations</th>
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<td>Customer Service Representative</td>
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<td>Customer Service Supervisor</td>
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<tr>
<td>Department Manager</td>
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<tr>
<td>Entrepreneur</td>
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<tr>
<td>Facilities Manager</td>
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<tr>
<td>General Manager</td>
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<tr>
<td>Internet Entrepreneur</td>
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<td>Marketing Manager</td>
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<tr>
<td>Master Scheduler</td>
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<tr>
<td>Media Planner, Buyer</td>
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<tr>
<td>Payroll Manager</td>
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<tr>
<td>Procurement Specialist</td>
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<tr>
<td>Purchasing Manager</td>
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<tr>
<td>Sales Manager</td>
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<td>Salesperson</td>
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<tr>
<td>Shipping and Receiving Clerk</td>
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<td>Sports and Entertainment Manager</td>
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### Career Cluster: Education and Training

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<td>Training and Development Manager</td>
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<td>Professional Support Services</td>
<td>Audiologist</td>
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<td>Marriage and Family Therapist</td>
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<td>Mental Health Counselor</td>
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<td>Speech-Language Pathologist</td>
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<td>Teaching and Training</td>
<td>Director, Early Childhood Education Center</td>
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<td>Owner, Early Childhood Center</td>
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<td>Training Consultant/Training Specialist</td>
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### Career Cluster: Finance

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<td>Controller</td>
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<td></td>
<td>Cost Analyst</td>
</tr>
<tr>
<td></td>
<td>Management Accountant</td>
</tr>
<tr>
<td></td>
<td>Merger and Acquisitions Manager</td>
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<td></td>
<td>Personal Financial Advisor</td>
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<tr>
<td></td>
<td>Revenue Agent</td>
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<tr>
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<td>Tax Accountant</td>
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<tr>
<td>Banking Services</td>
<td>Account Executive</td>
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<td>Accountant</td>
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<td>Bill and Account Collector</td>
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## Career Cluster: Finance

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<td>Debt Counselor</td>
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<td>Loan Officer</td>
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<td>Teller</td>
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<tr>
<td>Accounting Clerk</td>
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<td>Auditor</td>
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<td>Bill and Account Collector</td>
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<td>Cash Manager</td>
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<tr>
<td>Controller</td>
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<td>Cost Analyst</td>
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<td>Economist</td>
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<td>Financial Analyst</td>
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<td>Management Accountant</td>
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</tr>
<tr>
<td>Project Manager</td>
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</tr>
<tr>
<td>Revenue Agent</td>
<td></td>
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<tr>
<td>Shipping and Receiving Clerk</td>
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<td>Tax Accountant</td>
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<td>Tax Preparer</td>
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<td>Insurance</td>
<td>Actuary</td>
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<td>Benefits and Job Analysis Specialist</td>
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<td>Claims Adjuster</td>
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<td>Claims Clerk</td>
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<td>Claims Examiner</td>
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<td>Compliance Officer</td>
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<td>Customer Service Representative</td>
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<td>Insurance Appraiser</td>
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<td>Insurance Processing Clerk</td>
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<td>Insurance Sales Agent</td>
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<td>Risk and Insurance Manager</td>
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<td>Securities and Investments</td>
<td>Financial Analyst</td>
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<td>Fund Manager</td>
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<td>Meeting and Convention Planner</td>
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<td>Personal Financial Advisor</td>
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<td></td>
<td>Real Estate Developer</td>
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<td>Securities and Commodities Sales Agent</td>
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<td>Tax Preparer</td>
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## Career Cluster: Government and Public Administration

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<tr>
<td>Foreign Service</td>
<td>Diplomatic Courier</td>
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<td>Foreign Service Worker</td>
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<td>Interpreter/Translator</td>
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### Career Cluster: Government and Public Administration

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Occupations</th>
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</table>
| National Security                      | Combat Specialty Officer  
Military Intelligence Specialist  
Military Officer  
Special Forces Personnel |
| Planning                               | Economic Development Coordinator  
Urban and Regional Planner |
| Public Management and Administration   | Government Accountant/Auditor                     |

### Career Cluster: Health Science

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Occupations</th>
</tr>
</thead>
</table>
| Biotechnology Research and Development | Biochemist  
Cell Biologist  
Medical, Clinical Laboratory Technician |
| Diagnostics Services                   | Cardiovascular Technologist  
Computer Tomography (CT) Technologist  
Medical, Clinical Laboratory Technician  
Medical, Clinical Laboratory Technologist  
Nuclear Medicine Technologist  
Phlebotomist  
Radiologic Technologist, Radiographer  
Radiologist |
| Health Informatics                     | Admitting Clerk  
Clinical Ethicist  
Epidemiologist  
Financial Manager  
Health Educator  
Medical Assistant  
Medical Biller, Patient Financial Services  
Medical Information Technologist  
Medical, Health Services Manager |
| Support Services                       | Administrative Assistant  
Communications Equipment Operator  
Data Entry Specialist  
Environmental Sampling and Analysis Technician  
Front Office Assistant  
Materials Manager  
Medical Transcriptionist  
Medical, Clinical Laboratory Technologist  
Mortician  
Records Processing Assistant |
| Therapeutic Services                   | Athletic Trainer  
Audiologist  
Certified Nurse Aide  
Dental Assistant  
Emergency Medical Technician, Paramedic  
Exercise Physiologist  
Home Health Aide |
### Career Cluster: Health Science

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<th>Occupations</th>
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<tr>
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<td>Massage Therapist</td>
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<td>Medical Assistant</td>
</tr>
<tr>
<td></td>
<td>Occupational Therapist</td>
</tr>
<tr>
<td></td>
<td>Occupational Therapist Aide</td>
</tr>
<tr>
<td></td>
<td>Optician</td>
</tr>
<tr>
<td></td>
<td>Pharmacy Technician</td>
</tr>
<tr>
<td></td>
<td>Physical Therapist</td>
</tr>
<tr>
<td></td>
<td>Physical Therapist Assistant</td>
</tr>
<tr>
<td></td>
<td>Recreation Therapist</td>
</tr>
<tr>
<td></td>
<td>Registered Nurse</td>
</tr>
<tr>
<td></td>
<td>Surgical Technologist</td>
</tr>
<tr>
<td></td>
<td>Veterinary Assistant</td>
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### Career Cluster: Hospitality and Tourism

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Occupations</th>
</tr>
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<tbody>
<tr>
<td>Lodging</td>
<td>Bookkeeping, Accounting, or Auditing Clerk</td>
</tr>
<tr>
<td></td>
<td>Caterer</td>
</tr>
<tr>
<td></td>
<td>Chief Engineer</td>
</tr>
<tr>
<td></td>
<td>Concierge</td>
</tr>
<tr>
<td></td>
<td>Executive Housekeeper</td>
</tr>
<tr>
<td></td>
<td>Front Desk Clerk</td>
</tr>
<tr>
<td></td>
<td>Front Office Manager</td>
</tr>
<tr>
<td></td>
<td>Lodging Manager</td>
</tr>
<tr>
<td></td>
<td>Marketing Manager</td>
</tr>
<tr>
<td></td>
<td>Reservationist</td>
</tr>
<tr>
<td>Recreation, Amusements and Attractions</td>
<td>Advertising and Promotions Manager</td>
</tr>
<tr>
<td></td>
<td>Camp Counselor</td>
</tr>
<tr>
<td></td>
<td>Caterer</td>
</tr>
<tr>
<td></td>
<td>Meeting and Convention Planner</td>
</tr>
<tr>
<td></td>
<td>Recreation Supervisor</td>
</tr>
<tr>
<td></td>
<td>Recreation Worker</td>
</tr>
<tr>
<td></td>
<td>Retail Manager</td>
</tr>
<tr>
<td></td>
<td>Sports Promoter</td>
</tr>
<tr>
<td>Restaurants and Food and Beverage Services</td>
<td>Caterer</td>
</tr>
<tr>
<td></td>
<td>Cook</td>
</tr>
<tr>
<td></td>
<td>Destination Manager</td>
</tr>
<tr>
<td></td>
<td>Entrepreneur</td>
</tr>
<tr>
<td></td>
<td>Executive Chef</td>
</tr>
<tr>
<td></td>
<td>Facilities Manager</td>
</tr>
<tr>
<td></td>
<td>Food Service Manager</td>
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<tr>
<td></td>
<td>Franchisee</td>
</tr>
<tr>
<td></td>
<td>Host, Hostess</td>
</tr>
<tr>
<td></td>
<td>Meeting and Convention Planner</td>
</tr>
<tr>
<td>Travel and Tourism</td>
<td>Human Resources Manager</td>
</tr>
<tr>
<td></td>
<td>Meeting and Convention Planner</td>
</tr>
<tr>
<td></td>
<td>Tour, Travel Guide</td>
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</table>

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### Career Cluster: Hospitality and Tourism

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Occupations</th>
</tr>
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<tbody>
<tr>
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### Career Cluster: Human Services

<table>
<thead>
<tr>
<th>Pathway</th>
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<tbody>
<tr>
<td>Consumer Services</td>
<td>Consumer Advocate</td>
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<tr>
<td></td>
<td>Debt Counselor</td>
</tr>
<tr>
<td>Counseling and Mental Health Services</td>
<td>Career Counselor</td>
</tr>
<tr>
<td></td>
<td>Dietitian, Nutritionian</td>
</tr>
<tr>
<td></td>
<td>Educational/School Counselor</td>
</tr>
<tr>
<td></td>
<td>Marriage and Family Therapist</td>
</tr>
<tr>
<td></td>
<td>Mental Health Counselor</td>
</tr>
<tr>
<td></td>
<td>Nutritional Counselor</td>
</tr>
<tr>
<td></td>
<td>Rehabilitation Counselor</td>
</tr>
<tr>
<td></td>
<td>Social and Human Service Assistant</td>
</tr>
<tr>
<td></td>
<td>Substance Abuse and Behavioral Disorder Counselor</td>
</tr>
<tr>
<td></td>
<td>Volunteer Coordinator</td>
</tr>
<tr>
<td>Early Childhood Development and Services</td>
<td>Child Care Worker</td>
</tr>
<tr>
<td></td>
<td>Director of Early Childhood Education Center</td>
</tr>
<tr>
<td></td>
<td>Nanny</td>
</tr>
<tr>
<td></td>
<td>Parent and Family Educator</td>
</tr>
<tr>
<td>Family and Community Services</td>
<td>Adult Day Care Coordinator</td>
</tr>
<tr>
<td></td>
<td>Educational/School Counselor</td>
</tr>
<tr>
<td></td>
<td>Grief Counselor</td>
</tr>
<tr>
<td></td>
<td>Medical, Public Health Social Worker</td>
</tr>
<tr>
<td></td>
<td>Personal and Home Care Aide</td>
</tr>
<tr>
<td></td>
<td>Rehabilitation Counselor</td>
</tr>
<tr>
<td></td>
<td>Social and Community Service Manager</td>
</tr>
<tr>
<td></td>
<td>Social and Human Service Assistant</td>
</tr>
<tr>
<td></td>
<td>Volunteer Coordinator</td>
</tr>
<tr>
<td>Personal Care Services</td>
<td>Barber</td>
</tr>
<tr>
<td></td>
<td>Cosmetologist</td>
</tr>
<tr>
<td></td>
<td>Nail Technician</td>
</tr>
<tr>
<td></td>
<td>Personal and Home Care Aide</td>
</tr>
<tr>
<td></td>
<td>Personal Trainer</td>
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### Career Cluster: Information Technology

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Occupations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Support and Services</td>
<td>Account Executive</td>
</tr>
<tr>
<td></td>
<td>Administrative Assistant</td>
</tr>
<tr>
<td></td>
<td>Applications Integrator</td>
</tr>
<tr>
<td></td>
<td>Communications Equipment Operator</td>
</tr>
<tr>
<td></td>
<td>Computer Support Specialist</td>
</tr>
<tr>
<td></td>
<td>Computer Systems Engineer, Architect</td>
</tr>
<tr>
<td></td>
<td>Customer Service Representative</td>
</tr>
</tbody>
</table>
### Career Cluster: Information Technology

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Occupations</th>
</tr>
</thead>
</table>
|                                | Data Entry Specialist  
|                                | Data Modeler  
|                                | Database Administrator  
|                                | Database Analyst  
|                                | Executive Assistant  
|                                | Front Office Assistant  
|                                | Geographic Information Systems (GIS) Technician  
|                                | Information Systems Analyst  
|                                | Instructional Coordinator  
|                                | Internet Entrepreneur  
|                                | Maintenance Technician  
|                                | Medical Transcriptionist  
|                                | Multimedia Artist, Animator  
|                                | Network Systems and Data Communication Analyst  
|                                | Paralegal  
|                                | Receptionist  
|                                | Records Processing Assistant  
|                                | Software Test Engineer  
|                                | Systems Analyst  
|                                | Technical Writer  
|                                | Word Processor  |
| Network Systems                | Computer and Information Systems Administrator  
|                                | Computer Operator  
|                                | Computer Security Specialist  
|                                | Computer Software Engineer  
|                                | Computer Support Specialist  
|                                | Computer Systems Engineer, Architect  
|                                | Database Analyst  
|                                | Network and Computer Systems Administrator  
|                                | Network Architect  
|                                | Network Systems and Data Communication Analyst  
|                                | Radio, TV Broadcast Technician  
|                                | Software Test Engineer  
|                                | Sound Engineering Technician  
|                                | Systems Analyst  
|                                | Telecommunications Equipment Installer, Repairer  
|                                | Telecommunications Specialist  |
| Programming and Software       | Applications Integrator  
| Development                    | Computer Software Engineer  
|                                | Game Designer, Programmer  
|                                | Multimedia Artist, Animator  
|                                | Network Systems and Data Communication Analyst  
|                                | Programmer  
|                                | Project Manager  
|                                | Software Applications Engineer  
|                                | Software Test Engineer  
|                                | Systems Analyst  
|                                | Web Developer  |
| Web and Digital Communications | Applications Integrator  
|                                | Computer Support Specialist  
|                                | Computer Systems Engineer, Architect  
|                                | Game Designer, Programmer  |
### Career Cluster: Information Technology

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Occupations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Graphic Designer</td>
</tr>
<tr>
<td></td>
<td>Instructional Coordinator</td>
</tr>
<tr>
<td></td>
<td>Multimedia Artist, Animator</td>
</tr>
<tr>
<td></td>
<td>Project Manager</td>
</tr>
<tr>
<td></td>
<td>Radiologic Technologist, Radiographer</td>
</tr>
<tr>
<td></td>
<td>Software Test Engineer</td>
</tr>
<tr>
<td></td>
<td>Systems Analyst</td>
</tr>
<tr>
<td></td>
<td>Web Developer</td>
</tr>
<tr>
<td></td>
<td>Webmaster</td>
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</table>

### Career Cluster: Law, Public Safety, Corrections and Security

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Occupations</th>
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</thead>
<tbody>
<tr>
<td>Emergency and Fire Management Services</td>
<td>Dispatcher</td>
</tr>
<tr>
<td></td>
<td>Emergency Medical Technician, Paramedic</td>
</tr>
<tr>
<td></td>
<td>Fire Investigator</td>
</tr>
<tr>
<td></td>
<td>Hazardous Materials Removal Worker</td>
</tr>
<tr>
<td>Law Enforcement Services</td>
<td>Customs Inspector</td>
</tr>
<tr>
<td></td>
<td>Forensic Science Technician</td>
</tr>
<tr>
<td></td>
<td>Private Detective, Investigator</td>
</tr>
<tr>
<td>Legal Services</td>
<td>Administrative Assistant</td>
</tr>
<tr>
<td></td>
<td>Arbitrator</td>
</tr>
<tr>
<td></td>
<td>Attorney</td>
</tr>
<tr>
<td></td>
<td>Court Reporter</td>
</tr>
<tr>
<td></td>
<td>Customer Service Representative</td>
</tr>
<tr>
<td></td>
<td>Legal Assistant</td>
</tr>
<tr>
<td></td>
<td>Office Manager</td>
</tr>
<tr>
<td></td>
<td>Paralegal</td>
</tr>
<tr>
<td></td>
<td>Receptionist</td>
</tr>
<tr>
<td></td>
<td>Records Processing Assistant</td>
</tr>
<tr>
<td>Security and Protective Services</td>
<td>Private Detective, Investigator</td>
</tr>
<tr>
<td></td>
<td>Security Officer</td>
</tr>
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</table>

### Career Cluster: Manufacturing

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Occupations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health, Safety, and Environmental Assurance</td>
<td>Occupational Health and Safety Specialist</td>
</tr>
<tr>
<td></td>
<td>Safety Engineer</td>
</tr>
<tr>
<td>Logistics and Inventory Control</td>
<td>Dispatcher</td>
</tr>
<tr>
<td></td>
<td>Logistician</td>
</tr>
<tr>
<td></td>
<td>Materials Handler</td>
</tr>
<tr>
<td></td>
<td>Shipping and Receiving Clerk</td>
</tr>
<tr>
<td>Maintenance, Installation, and Repair</td>
<td>Millwright</td>
</tr>
</tbody>
</table>
## Career Cluster: Manufacturing

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Occupations</th>
</tr>
</thead>
</table>
| Manufacturing Production Process Development | Electro-Mechanical Technician  
Industrial Engineer  
Industrial Engineering Technician  
Manufacturing Systems Engineer  
Millwright  
Network Designer  
Precision Inspector, Tester, or Grader  
Production Manager  
Programmer  
SPC (Statistical Process Control) Coordinator |
| Production                      | Assembler  
Automated Manufacturing Technician  
Extruding and Drawing Machine Operator  
Tool and Die Maker  
Welder |
| Quality Assurance               | Calibration Technician  
Precision Inspector, Tester, or Grader  
Quality Control Technician  
SPC (Statistical Process Control) Coordinator |

## Career Cluster: Marketing

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Occupations</th>
</tr>
</thead>
</table>
| Marketing Communications       | Advertising Account Executive  
Advertising and Promotions Manager  
Art Director  
Copy Writer  
International Merchandising Manager  
Marketing Communication Manager  
Marketing Manager  
Media Planner, Buyer  
Multimedia Artist, Animator  
Public Information Director  
Public Relations Manager  
Public Relations Specialist  
Sales Manager  
Trade Show Manager  
Web Developer |
| Marketing Management           | Advertising and Promotions Manager  
Art Director  
Brand Manager  
Chief Executive Officer  
Entrepreneur  
Franchisee  
General Manager  
Internet Entrepreneur  
Marketing Communication Manager  
Marketing Manager  
Media Planner, Buyer |
### Career Cluster: Marketing

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Occupations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing Research</td>
<td>Multimedia Artist, Animator</td>
</tr>
<tr>
<td></td>
<td>Public Information Director</td>
</tr>
<tr>
<td></td>
<td>Public Relations Manager</td>
</tr>
<tr>
<td></td>
<td>Retail Manager</td>
</tr>
<tr>
<td></td>
<td>Shipping and Receiving Clerk</td>
</tr>
<tr>
<td></td>
<td>Brand Manager</td>
</tr>
<tr>
<td></td>
<td>Database Administrator</td>
</tr>
<tr>
<td></td>
<td>Market Research Analyst</td>
</tr>
<tr>
<td></td>
<td>Merchandising Coordinator</td>
</tr>
<tr>
<td></td>
<td>Product Planner</td>
</tr>
<tr>
<td>Merchandising</td>
<td>Account Executive</td>
</tr>
<tr>
<td></td>
<td>Customer Service Representative</td>
</tr>
<tr>
<td></td>
<td>Merchandise Buyer</td>
</tr>
<tr>
<td></td>
<td>Merchandise Display, Window Trimmer</td>
</tr>
<tr>
<td></td>
<td>Merchandise Manager</td>
</tr>
<tr>
<td></td>
<td>Merchandising Coordinator</td>
</tr>
<tr>
<td></td>
<td>Operations Manager</td>
</tr>
<tr>
<td></td>
<td>Retail Manager</td>
</tr>
<tr>
<td>Professional Sales</td>
<td>Account Executive</td>
</tr>
<tr>
<td></td>
<td>Entrepreneur</td>
</tr>
<tr>
<td></td>
<td>Human Resources Manager</td>
</tr>
<tr>
<td></td>
<td>Investment Banker</td>
</tr>
<tr>
<td></td>
<td>Manufacturer's Sales Representative</td>
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<tr>
<td></td>
<td>Media Planner, Buyer</td>
</tr>
<tr>
<td></td>
<td>Multimedia Artist, Animator</td>
</tr>
<tr>
<td></td>
<td>Property, Real Estate, and Community Association Manager</td>
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<tr>
<td></td>
<td>Real Estate Appraiser</td>
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<tr>
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<td>Real Estate Broker</td>
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<td>Real Estate Sales Agent</td>
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<td>Sales Manager</td>
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<td></td>
<td>Salesperson</td>
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<tr>
<td></td>
<td>Telemarketer</td>
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<tr>
<td></td>
<td>Trade Show Manager</td>
</tr>
<tr>
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<td>Wholesale and Manufacturing, Technical and Scientific Products Sales Representative</td>
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<tr>
<td>Pathway</td>
<td>Occupations</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
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</tbody>
</table>
| Career Cluster: Science, Technology, Engineering and Mathematics | Computer Hardware Engineer  
Computer Programmer  
Computer Software Engineer  
Electrical Engineer  
Electrical Engineering Technician  
Electro-Mechanical Technician  
Electronics Engineering Technician  
Engineer  
Engineering Manager  
Engineering Technician  
Environmental Engineer  
Human Factors Engineer  
Industrial Engineer  
Industrial Engineering Technician  
Landscape Architect  
Machine Setter, Operator  
Manufacturing Systems Engineer  
Marine Engineer  
Materials Engineer  
Mechanical Drafter  
Mechanical Engineer  
Mechanical Engineering Technician  
Network and Computer Systems Administrator  
Network Systems and Data Communication Analyst  
Nuclear Engineer  
Petroleum Engineer  
Power Systems Engineer  
Production, Planning, Expediting Clerk  
Project Manager  
Quality Engineer  
Quality Technician  
Statistician  
Stockroom, Warehouse, or Storage Yard Stock Clerk  
Systems Analyst  
Technical Writer  
Telecommunications Specialist  
Transportation Manager |
| Science and Mathematics       | Animal Nutritionist  
Animal Scientist  
Atmospheric Scientist  
Biologist  
Botanist  
Ecologist  
Economist  
Environmental Scientist  
Geoscientist  
Hydrologist  
Materials Scientist  
Oceanographer  
Plant Biologist  
Plant Breeder and Geneticist  
Plant Pathologist |
### Career Cluster: Science, Technology, Engineering and Mathematics

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Occupations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Research Chemist</td>
</tr>
<tr>
<td></td>
<td>Technical Writer</td>
</tr>
<tr>
<td></td>
<td>Toxicologist</td>
</tr>
<tr>
<td></td>
<td>Veterinarian</td>
</tr>
<tr>
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<td>Veterinary Assistant</td>
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</table>

### Career Cluster: Transportation, Distribution and Logistics

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Occupations</th>
</tr>
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<tbody>
<tr>
<td>Facility and Mobile Equipment Maintenance</td>
<td>Aircraft Mechanic and Service Technician</td>
</tr>
<tr>
<td></td>
<td>Aircraft Structure, Surfaces, Rigging, and Systems Assembler</td>
</tr>
<tr>
<td></td>
<td>Automotive Body and Related Repairer</td>
</tr>
<tr>
<td></td>
<td>Automotive Glass Installer and Repairer</td>
</tr>
<tr>
<td></td>
<td>Automotive Service Technician, Mechanic</td>
</tr>
<tr>
<td></td>
<td>Diesel Service Technician</td>
</tr>
<tr>
<td></td>
<td>Electrical and Electronic Installer</td>
</tr>
<tr>
<td></td>
<td>Electrical and Electronic Repairer</td>
</tr>
<tr>
<td></td>
<td>Marine Watercraft Repair and Maintenance Worker</td>
</tr>
<tr>
<td></td>
<td>Motorboat Mechanic</td>
</tr>
<tr>
<td></td>
<td>Service Technician</td>
</tr>
<tr>
<td></td>
<td>Small Engine Mechanic</td>
</tr>
<tr>
<td>Logistics Planning and Management Services</td>
<td>Logistics Analyst</td>
</tr>
<tr>
<td></td>
<td>Logistics Engineer</td>
</tr>
<tr>
<td></td>
<td>Logistics Manager</td>
</tr>
<tr>
<td>Transportation Operations</td>
<td>Aircraft Mechanic and Service Technician</td>
</tr>
<tr>
<td></td>
<td>Flight Engineer</td>
</tr>
<tr>
<td></td>
<td>Motorboat Operator</td>
</tr>
<tr>
<td></td>
<td>Pilot</td>
</tr>
<tr>
<td></td>
<td>Ship Engineer</td>
</tr>
<tr>
<td></td>
<td>Transportation Manager</td>
</tr>
<tr>
<td>Transportation Systems/Infrastructure Planning, Management and Regulation</td>
<td>Aerospace Engineer</td>
</tr>
<tr>
<td></td>
<td>Civil Engineer</td>
</tr>
<tr>
<td></td>
<td>Civil Engineering Technician</td>
</tr>
<tr>
<td></td>
<td>Pilot</td>
</tr>
<tr>
<td></td>
<td>Traffic Engineer</td>
</tr>
<tr>
<td></td>
<td>Traffic Technician</td>
</tr>
<tr>
<td></td>
<td>Transportation Manager</td>
</tr>
<tr>
<td></td>
<td>Urban, Regional Planner</td>
</tr>
<tr>
<td>Warehousing and Distribution Center Operations</td>
<td>Traffic Engineer</td>
</tr>
<tr>
<td></td>
<td>Transportation Manager</td>
</tr>
</tbody>
</table>