Marketing Management

8132/36 weeks

Table of Contents

Acknowledgments ................................................................................................................................. 2
Course Description ................................................................................................................................. 3
Task Essentials Table ............................................................................................................................ 3
Curriculum Framework .......................................................................................................................... 8
Providing an Overview of Marketing ..................................................................................................... 8
Examining Ethics .................................................................................................................................. 12
Examining the Economic Environment of Marketing ......................................................................... 14
Marketing Applications in Digital Marketing ...................................................................................... 16
Exploring Concepts of Branding ........................................................................................................... 19
Developing the Marketing Strategy ...................................................................................................... 22
Understanding Product and Service Marketing .................................................................................. 26
Examining Business-to-Business (B2B) Markets .................................................................................. 28
Exploring Marketing Research and Segmentation ............................................................................... 29
Managing Communication in Marketing ............................................................................................. 34
Investigating the Product and/or Service Life Cycle ......................................................................... 37
Pricing Products and Services .............................................................................................................. 39
Managing Promotion ........................................................................................................................... 41
Managing Distribution and Inventory ................................................................................................. 43
Marketing Products and Services Internationally ............................................................................... 48
Examining Nonprofit Marketing .......................................................................................................... 51
Budgeting Marketing Efforts ............................................................................................................... 52
Examining the Organizational Structure ............................................................................................ 55
Preparing for Certification ................................................................................................................... 60
Developing a Career ............................................................................................................................. 62
SOL Correlation by Task ....................................................................................................................... 68
Teaching Resources ............................................................................................................................. 76
DECA, Inc. Information ......................................................................................................................... 78
Appendix: Credentials, Course Sequences, and Career Cluster Information ........................................... 86
Acknowledgments

The components of this instructional framework were developed by the following curriculum development panelists:

- Kimberly Beales, Instructor, Prince George High School, Prince George Public Schools
- Mike Brown, President/CEO, M & M Productions USA, Oak Ridge, Tennessee
- Karen Charney, Instructor, Clover Hill High School, Chesterfield County Public Schools
- Kelli Chenault, Instructor, Riverbend High School, Spotsylvania County Public Schools
- Canessa N. Collins, Lecturer of Marketing and Marketing Internship Coordinator, James Madison University, Harrisonburg
- Cari Orebaugh, Marketing and Communications Manager, Shenandoah Valley Partnership, Harrisonburg
- Sarah Hughes, Director of Marketing and Communications, Visit Norfolk, Virginia Beach
- Terri Palmer, Instructor, Courtland High School, Spotsylvania Public Schools

Correlations to the Virginia Standards of Learning were reviewed and updated by the following:

- Leslie R. Bowers, English Teacher (ret.), Newport News Public Schools
- Vickie L. Inge, Mathematics Committee Member, Virginia Mathematics and Science Coalition
- Anne F. Markwith, New Teacher Mentor (Science), Gloucester County Public Schools
- Michael L. Nagy, Social Studies Department Chair, Rustburg High School, Campbell County Public Schools

The framework was edited and produced by the CTE Resource Center:

- Heather A. Widener, Writer/Editor
- Kevin P. Reilly, Administrative Coordinator
Course Description

Suggested Grade Level: 11-12

This course is designed for high school students who plan to attend college with a concentration in marketing, business, or management and/or who have plans to manage or own a business. Students will be exposed to all aspects of marketing and management, including branding, digital marketing, promotion, communication, and career opportunities in marketing. This course will prepare students for industry certifications (including the College Level Examination Program [CLEP] examination, which may lead to them earning college credit at many accredited colleges and universities across the country).

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.

<table>
<thead>
<tr>
<th>Task No.</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Providing an Overview of Marketing</td>
<td></td>
</tr>
<tr>
<td>39 ⊕</td>
<td>Define <em>marketing</em> and <em>marketing management</em>.</td>
</tr>
<tr>
<td>40 ⊕</td>
<td>Explain the value of marketing and its effects on society.</td>
</tr>
<tr>
<td>41 ⊕</td>
<td>Trace the history of marketing.</td>
</tr>
<tr>
<td>42 ⊕</td>
<td>Explain the historical development of the marketing concept.</td>
</tr>
<tr>
<td>43 ⊕</td>
<td>Explain the marketing concept.</td>
</tr>
<tr>
<td>Task No.</td>
<td>Task</td>
</tr>
<tr>
<td>---------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>44</td>
<td>Examine marketing trends from the past three to five years.</td>
</tr>
<tr>
<td>45</td>
<td>Define terms related to marketing information.</td>
</tr>
<tr>
<td>46</td>
<td>Define marketing success.</td>
</tr>
<tr>
<td></td>
<td><strong>Examining Ethics</strong></td>
</tr>
<tr>
<td>47</td>
<td>Explain the basic principles of business ethics and their importance.</td>
</tr>
<tr>
<td>48</td>
<td>Explain the basic principles of personal ethics and their importance.</td>
</tr>
<tr>
<td>49</td>
<td>Explain elements of ethical decision-making.</td>
</tr>
<tr>
<td></td>
<td><strong>Examining the Economic Environment of Marketing</strong></td>
</tr>
<tr>
<td>50</td>
<td>Identify the basic philosophy and characteristics of a free enterprise system.</td>
</tr>
<tr>
<td>51</td>
<td>Compare the role of marketing in a free enterprise system to its role in other economic systems.</td>
</tr>
<tr>
<td></td>
<td><strong>Marketing Applications in Digital Marketing</strong></td>
</tr>
<tr>
<td>52</td>
<td>Describe uses of social media networks in marketing communication.</td>
</tr>
<tr>
<td>53</td>
<td>Describe digital marketing.</td>
</tr>
<tr>
<td>54</td>
<td>Describe elements of a digital marketing presence.</td>
</tr>
<tr>
<td>55</td>
<td>Compare marketing products and/or services on the Internet with marketing in a brick-and-mortar business.</td>
</tr>
<tr>
<td>56</td>
<td>Identify methods for managing a digital reputation in a business and personal environment.</td>
</tr>
<tr>
<td></td>
<td><strong>Exploring Concepts of Branding</strong></td>
</tr>
<tr>
<td>57</td>
<td>Explain the concepts of brand and branding.</td>
</tr>
<tr>
<td>58</td>
<td>Describe the importance of branding and value propositions in marketing.</td>
</tr>
<tr>
<td>59</td>
<td>Explain the difference between brand name and brand.</td>
</tr>
<tr>
<td>60</td>
<td>Explain the use of national brand and private-label brand names in marketing.</td>
</tr>
<tr>
<td>61</td>
<td>Explain the concept of positioning.</td>
</tr>
<tr>
<td>62</td>
<td>Develop a new positioning plan or a rationale for maintaining the existing positioning plan for an existing product or service.</td>
</tr>
<tr>
<td></td>
<td><strong>Developing the Marketing Strategy</strong></td>
</tr>
<tr>
<td>63</td>
<td>Explain the importance of a comprehensive marketing strategy.</td>
</tr>
<tr>
<td>64</td>
<td>Examine the elements of a marketing plan for products and services.</td>
</tr>
<tr>
<td>65</td>
<td>Conduct a strengths, weaknesses, opportunities, threats (SWOT) analysis to analyze the effects of competition on a given product and/or service.</td>
</tr>
<tr>
<td>66</td>
<td>Explain company image and its importance.</td>
</tr>
<tr>
<td>Task No.</td>
<td>Task</td>
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</tr>
<tr>
<td>67 ✗</td>
<td>Explain the critical importance of customer service and its relationship to internal and external marketing.</td>
</tr>
<tr>
<td>68 ✗</td>
<td>Explain the purposes of measuring outcomes.</td>
</tr>
<tr>
<td>69 ○</td>
<td>Develop an action plan.</td>
</tr>
</tbody>
</table>

**Understanding Product and Service Marketing**

<table>
<thead>
<tr>
<th>Task No.</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>70 ✗</td>
<td>Explain product, service, and the product and/or service mix.</td>
</tr>
<tr>
<td>71 ✗</td>
<td>Describe the process of new product planning.</td>
</tr>
<tr>
<td>72 ✗</td>
<td>Describe types of product-mix strategies.</td>
</tr>
</tbody>
</table>

**Examining Business-to-Business (B2B) Markets**

<table>
<thead>
<tr>
<th>Task No.</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>73 ✗</td>
<td>Define B2B markets.</td>
</tr>
<tr>
<td>74 ✗</td>
<td>Identify a marketing strategy for a B2B.</td>
</tr>
</tbody>
</table>

**Exploring Marketing Research and Segmentation**

<table>
<thead>
<tr>
<th>Task No.</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>75 ✗</td>
<td>Explain the purpose of marketing research.</td>
</tr>
<tr>
<td>76 ✗</td>
<td>Analyze the importance of using marketing research in marketing decision making.</td>
</tr>
<tr>
<td>77 ✗</td>
<td>Determine the target market and competition for selected products and/or services.</td>
</tr>
<tr>
<td>78 ✗</td>
<td>Explain the importance of market share.</td>
</tr>
<tr>
<td>79 ✗</td>
<td>Conduct secondary data research.</td>
</tr>
<tr>
<td>80 ✗</td>
<td>Conduct primary data research.</td>
</tr>
<tr>
<td>81 ○</td>
<td>Present marketing research findings in a written and an oral report.</td>
</tr>
</tbody>
</table>

**Managing Communication in Marketing**

<table>
<thead>
<tr>
<th>Task No.</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>82 ✗</td>
<td>Analyze the role of communication within an organization.</td>
</tr>
<tr>
<td>83 ✗</td>
<td>Explain the importance of alliances and networking with other organizations.</td>
</tr>
<tr>
<td>84 ✗</td>
<td>Describe the role of public relations.</td>
</tr>
<tr>
<td>85 ✗</td>
<td>Analyze marketing media.</td>
</tr>
<tr>
<td>86 ✗</td>
<td>Describe the relationship between marketing and operations.</td>
</tr>
</tbody>
</table>

**Investigating the Product and/or Service Life Cycle**

<table>
<thead>
<tr>
<th>Task No.</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>87 ✗</td>
<td>Describe the stages in the product and/or service life cycle.</td>
</tr>
<tr>
<td>88 ✗</td>
<td>Identify strategies for using the product and/or service life cycle.</td>
</tr>
<tr>
<td>89 ✗</td>
<td>Apply marketing core standards to the development, production, and marketing of a new product and/or service.</td>
</tr>
</tbody>
</table>

**Pricing Products and Services**

<table>
<thead>
<tr>
<th>Task No.</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>90 ✗</td>
<td>Analyze the factors that influence pricing.</td>
</tr>
<tr>
<td>Task No.</td>
<td>Task</td>
</tr>
<tr>
<td>---------</td>
<td>------</td>
</tr>
<tr>
<td>91</td>
<td>Determine pricing objectives and strategies.</td>
</tr>
<tr>
<td>92</td>
<td>Explain key factors in determining the selling price for a good or service.</td>
</tr>
<tr>
<td>93</td>
<td>Describe the legal responsibilities in pricing.</td>
</tr>
<tr>
<td></td>
<td>Managing Promotion</td>
</tr>
<tr>
<td>94</td>
<td>Describe types of sales and marketing promotions.</td>
</tr>
<tr>
<td>95</td>
<td>Explain factors that affect the promotional mix.</td>
</tr>
<tr>
<td>96</td>
<td>Develop a promotional plan for a specific product or service.</td>
</tr>
<tr>
<td></td>
<td>Managing Distribution and Inventory</td>
</tr>
<tr>
<td>97</td>
<td>Explain channels of distribution for consumer and industrial products and services.</td>
</tr>
<tr>
<td>98</td>
<td>Determine physical distribution and storage methods for a variety of products.</td>
</tr>
<tr>
<td>99</td>
<td>Trace the channels of distribution for a selected product and service.</td>
</tr>
<tr>
<td>100</td>
<td>Explain inventory control systems.</td>
</tr>
<tr>
<td>101</td>
<td>Compare various inventory systems.</td>
</tr>
<tr>
<td>102</td>
<td>Explain the stock-handling process.</td>
</tr>
<tr>
<td>103</td>
<td>Explain the importance of managing productivity and inventory control accuracy.</td>
</tr>
<tr>
<td>104</td>
<td>Explain how sales forecasting and inventory turnover affect each other.</td>
</tr>
<tr>
<td>105</td>
<td>Explain how distribution and inventory control have evolved as a result of technology.</td>
</tr>
<tr>
<td></td>
<td>Marketing Products and Services Internationally</td>
</tr>
<tr>
<td>106</td>
<td>Explain the nature and importance of international marketing.</td>
</tr>
<tr>
<td>107</td>
<td>Identify the advantages and barriers to international marketing.</td>
</tr>
<tr>
<td>108</td>
<td>Identify cultural differences and their effect on international marketing.</td>
</tr>
<tr>
<td>109</td>
<td>Develop an international marketing strategy for a specific product or service.</td>
</tr>
<tr>
<td></td>
<td>Examining Nonprofit Marketing</td>
</tr>
<tr>
<td>110</td>
<td>Differentiate between nonprofit versus for-profit marketing.</td>
</tr>
<tr>
<td>111</td>
<td>Describe strategies for a nonprofit to create awareness, support, and revenue.</td>
</tr>
<tr>
<td>112</td>
<td>Develop a marketing strategy for a nonprofit business.</td>
</tr>
<tr>
<td></td>
<td>Budgeting Marketing Efforts</td>
</tr>
<tr>
<td>113</td>
<td>Describe types, purposes, and uses of budgets.</td>
</tr>
<tr>
<td>114</td>
<td>Relate the financial statement to the budgeting process.</td>
</tr>
<tr>
<td>115</td>
<td>Describe how the use of a budget affects marketing and planning.</td>
</tr>
<tr>
<td>Task No.</td>
<td>Task</td>
</tr>
<tr>
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<td>------</td>
</tr>
<tr>
<td>116</td>
<td>Make operating decisions, using a budget.</td>
</tr>
</tbody>
</table>

**Examining the Organizational Structure**

<table>
<thead>
<tr>
<th>Task No.</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>117</td>
<td>Describe the major functions of a human resources department.</td>
</tr>
<tr>
<td>118</td>
<td>Identify the elements and importance of a strategic staffing plan.</td>
</tr>
<tr>
<td>119</td>
<td>Identify the elements and importance of an employee evaluation.</td>
</tr>
<tr>
<td>120</td>
<td>Evaluate job performance.</td>
</tr>
<tr>
<td>121</td>
<td>Explain the concept and methods of employee motivation.</td>
</tr>
<tr>
<td>122</td>
<td>Describe employee retention and termination.</td>
</tr>
<tr>
<td>123</td>
<td>Evaluate an employee handbook.</td>
</tr>
<tr>
<td>124</td>
<td>Explain the influence of company culture on the overall marketing strategy.</td>
</tr>
<tr>
<td>125</td>
<td>Describe methods and strategies for managing change in an organization.</td>
</tr>
</tbody>
</table>

**Preparing for Certification**

<table>
<thead>
<tr>
<th>Task No.</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>126</td>
<td>Describe the process and requirements for obtaining industry certifications related to the Marketing Management course.</td>
</tr>
<tr>
<td>127</td>
<td>Identify testing skills and strategies.</td>
</tr>
<tr>
<td>128</td>
<td>Demonstrate the ability to successfully complete selected practice examinations.</td>
</tr>
<tr>
<td>129</td>
<td>Successfully complete an industry certification test representative of skills learned in Marketing Management.</td>
</tr>
</tbody>
</table>

**Developing a Career**

<table>
<thead>
<tr>
<th>Task No.</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>130</td>
<td>Explain the difference between a job and a career.</td>
</tr>
<tr>
<td>131</td>
<td>Explain the importance of adaptability in developing a career.</td>
</tr>
<tr>
<td>132</td>
<td>Research career trends and opportunities in marketing management.</td>
</tr>
<tr>
<td>133</td>
<td>Explore postsecondary training and educational opportunities.</td>
</tr>
<tr>
<td>134</td>
<td>Create or update résumé and a cover letter.</td>
</tr>
<tr>
<td>135</td>
<td>Explain how to prepare for an interview.</td>
</tr>
<tr>
<td>136</td>
<td>Practice interview techniques for a variety of situations.</td>
</tr>
<tr>
<td>137</td>
<td>Explain the importance of continuing personal and professional development.</td>
</tr>
<tr>
<td>138</td>
<td>Explain the benefits of a professional online presence.</td>
</tr>
</tbody>
</table>

Legend: ☑ Essential ☐ Non-essential ☞ Omitted
Curriculum Framework

Providing an Overview of Marketing

Task 39
Define *marketing* and *marketing management*.

**Definition**
Definition should include a statement of the meaning of the terms *marketing* and *marketing management*.

**Process/Skill Questions**
- How has the definition of *marketing* evolved?
- How do marketing and marketing management compare?
- What are the seven functions of marketing?
- What is the difference between a creative marketing firm and a marketing agency?
- Why is the human element so important in marketing in a digital world?

National MBAResearch Standards –Business Administration
Understand marketing’s role and function in business to facilitate economic exchanges with customers.

Task 40
Explain the value of marketing and its effects on society.

**Definition**
Explanation should include the role of marketing in today’s global economy and its influences on daily life, such as

- providing jobs
- enhancing standard of living
- creating competition
- providing necessities
- offering conveniences
- encouraging product and/or service improvement
- promoting innovation
- increasing profitability for a company.

**Process/Skill Questions**
- What is *standard of living*? How does marketing affect the standard of living?
- How can one evaluate or measure the effectiveness of marketing?
- How should a manager evaluate marketing decisions?
• What does it mean to say something has social impact?
• How can world events such as a pandemic affect marketing?
• What are examples of marketing’s positive and negative impacts on society?
• Why does new innovation need marketing?

National MBA Research Standards – Business Administration
Understand marketing’s role and function in business to facilitate economic exchanges with customers.

Task 41
Trace the history of marketing.
Definition
Tracing the history should include
• explanations in chronological order of the major events and movements in the history of marketing (e.g., the customer-centered concept, self-service, discounters, electronic commerce)
• an account of the evolution of marketing, from basic concepts of economics and advertising into its own discipline.

Process/Skill Questions
• What are five significant events in marketing history? Why is each important?
• What does the marketing timeline reveal about the industry?
• How has the application of marketing philosophy evolved?
• What does it mean to say, “Marketing is as old as civilization itself.”?
• What is the difference between outbound marketing and inbound marketing?

Task 42
Explain the historical development of the marketing concept.
Definition
Explanation should include the following:
• The basic marketing concept that a business must create, identify, and satisfy customers’ needs and wants in order to make a profit
• Examples of how a business satisfies customer needs and wants while maximizing profit
• A description of the development of the modern customer-focused marketing concept in the United States from the production era (pre-twentieth century), to the selling era (early to mid-twentieth century), to the marketing era (mid-twentieth century to the present)
• The effects of technological advances on establishing and maintaining customer relationships

Process/Skill Questions
• How has the marketing concept evolved over time?
• Why is it important for businesses to apply the marketing concept?
• What are qualities of a customer-driven business?
• How has the digital era of marketing helped small companies?
• How can the marketing concept be used in digital marketing?

National MBAResearch Standards – Business Administration
Understand fundamental economic concepts to obtain a foundation for employment in business.

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

Task 43
Explain the marketing concept.

Definition
Explanation should emphasize the basic concept that a business must satisfy customers’ needs and wants in order to make a profit.

Process/Skill Questions
• What are the benefits to customers when businesses use the marketing concept?
• What are the benefits to businesses when they use the marketing concept?
• Why is unique value proposition (UVP) important in marketing?
• What are the similarities and differences between a business that uses the marketing concept and one that does not?

National MBAResearch Standards – Business Administration
Understand fundamental economic concepts to obtain a foundation for employment in business.

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

Task 44
Examine marketing trends from the past three to five years.

Definition
Examination should address the creation, growth, and rapid evolution of the following:

• Cause marketing (e.g., green marketing, health-conscious marketing)
• Experiential marketing
• Partner marketing
• Business-to-business
• Business-to-consumer
• Digital marketing
  o Geotargeting
- Automated buying
- Web marketing: online identities and internal virtual communities
- Responsive mobile web design
- Apps
- Business listings
- Reputation management
- Search engine optimization (SEO) and search engine marketing (SEM)
- Analytics
- Augmented reality (AR)
- Artificial intelligence (AI)
- Video
- Chat bots

**Process/Skill Questions**

- How is geotargeting used by small businesses? Corporate businesses?
- What are the advantage and disadvantage of chatbots?
- How do companies use green marketing to attract customers?
- What are the challenges and benefits of social media?

**National MBAResearch Standards – Business Administration**

Acquire information to guide business-decision making.

**Task 45**

**Define terms related to marketing information.**

**Definition**

Definition should include the following terms as they relate to marketing information:

- *Market segmentation*
- *Demographics*
- *Psychographic*
- *Geographic*
- *Behavioral.*

**Process/Skill Questions**

- How do companies use marketing research to remain competitive in a global environment?
- How is marketing information useful to a start-up company?
- How does marketing research influence each of the marketing functions?
- How does one develop a marketing information system?
- How is marketing information system used to create customer insights?

**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.

**Task 46**

**Define marketing success.**

**Definition**

Definition should include:

- Company goal(s)
- Analysis of product and/or service
- Measurable marketing objective(s)
- Measurement and controls
- Business revenue
- Business longevity
- Management of expectations
- Continuous process improvement

**Process/Skill Questions**

- How does a company determine the success of marketing efforts?
- What are reliable tools for measuring marketing success?
- Why should companies measure their marketing activities against the sales they generate?
- Why is it important for companies to examine marketing failures?

**National MBA Research Standards – Business Administration**

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

**Examining Ethics**

**Task 47**

**Explain the basic principles of business ethics and their importance.**

**Definition**

Explanation should include a definition of business ethics and examples of ethical issues related to

- company reputation
- stakeholder groups
- deceptive practices
• unsafe products or facilities
• conflicts of interest
• quality assurance concerns.

**Process/Skill Questions**

- How does ethical behavior affect the image of a business?
- What values should be reflected in a business code of ethics?
- Who decides what is ethical in the business world?
- How is ethical behavior related to employee and consumer safety?
- What is the difference between ethics and morals? How do they relate?

**National MBA Research Standards - Business Administration**

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

**National MBA Research Standards - Marketing**

Understand responsibilities in marketing to demonstrate ethical/legal behavior.

**Task 48**

**Explain the basic principles of personal ethics and their importance.**

**Definition**

Explanation should include a definition of *personal ethics* and examples of ethical issues related to:

- personal reputation
- deceptive practices
- misuse of company resources (e.g., time, money, and human resources)
- workplace environment and management
- interpersonal relationships
- social media use.

**Process/Skill Questions**

- What responsibilities do individuals have to report ethical misconduct?
- How does ethical behavior affect one’s employability?
- What are examples of deceptive practices?
- How can personal ethics affect corporate culture?
- How can an employee’s personal social media use affect a business?

**National MBA Research Standards - Business Administration**

Apply ethics to demonstrate trustworthiness.

**National MBA Research Standards - Marketing**

Understand responsibilities in marketing to demonstrate ethical/legal behavior.
Task 49
Explain elements of ethical decision-making.

Definition
Explanation should include a definition of ethical decision-making and address the following:

- The importance of honesty, fairness, and integrity
- Respect for the rights of others when making business decisions
- The use of codes of ethics in business
- Consideration of the ethical decision-making model
- Examples of unethical business practices

Process/Skill Questions

- What are the main characteristics of ethical leaders?
- What are the most common unethical behaviors in the workplace? Why should employers gather facts before confronting a potential case of unethical behavior?
- Who is responsible for developing a business code of ethics?
- How do leadership styles impact ethical decisions?
- What are some key factors influencing ethical decision-making in the workplace?

National MBA Research Standards-Marketing
Understand responsibilities in marketing to demonstrate ethical/legal behavior.

Examining the Economic Environment of Marketing

Task 50
Identify the basic philosophy and characteristics of a free enterprise system.

Definition
Identification should include the following characteristics of free enterprise:

- Freedom to own a business
- Limited government control of privately owned businesses
- Freedom of choice
- Right to own private property
- Right to make a profit
- Freedom to take risks
- Competition
• Freedom to charge any amount for a good and/or service (with supply and demand as the regulating factors)
• Freedom to purchase a good and/or service at any price (with supply and demand as the regulating factors)

Identification should also include the importance of entrepreneurship, profit motive, and independence of businesses from government, as well as the role of governmental regulatory agencies, in a free enterprise system.

Process/Skill Questions
• What are the four components of the free enterprise system?
• How is each characteristic of a free enterprise system essential in helping to make the system work?
• How can government limit freedom of business ownership in a free enterprise system?
• What are the advantages and disadvantages of entrepreneurship in a free enterprise system?
• Who benefits from entrepreneurship: business, government, society?

National MBA Research Standards-Business Administration
Understand economic systems to be able to recognize the environments in which businesses function.

Task 51
Compare the role of marketing in a free enterprise system to its role in other economic systems.

Definition
Comparison should include an explanation of how products and/or services are marketed in a free enterprise system as well as in other major economic systems.

Process/Skill Questions
• What opportunities exist for marketing in a free enterprise system that are not available in other economic systems?
• What is the difference between a market economy and a command economy?
• How can marketers in free enterprise economies compete in other economic systems?
• Who might benefit from a free enterprise system, and why?
• What is the role of government in each of the different economic systems?

National MBA Research Standards-Business Administration
Understand economic systems to be able to recognize the environments in which businesses function.
Marketing Applications in Digital Marketing

Task 52
Describe uses of social media networks in marketing communication.

Definition
Description should include the identification of social networking sites and the audience(s) and strategies for each and how they are used for business-to-business, business-to-consumer, consumer-to-business, and consumer-to-consumer (i.e., viral or word-of-mouth) marketing.

Process/Skill Questions
• How can social media help reach marketing goals?
• Why is it important to have a content strategy when using social media marketing?
• Why should an organization have a social media policy?
• What are examples of a social media crisis? How should an organization respond?
• What are the advantages and disadvantages of using social media networks to maintain marketing communication?

National MBAResearch Standards-Business Administration
Use social media to communicate with a business’s stakeholders.

National MBAResearch Standards-Marketing
Understand promotional channels used to communicate with targeted audience.

Task 53
Describe digital marketing.

Definition
Description should include
• SEO
• SEM (pay-per-click and organic)
• email and mobile
• blogging
• examples of how a website might conduct marketing.

Process/Skill Questions
• What is multichannel selling?
• What is pay per click?
• What is cost per impression?
• What are the differences among pure click, brick-and-click, and click-to-brick retailers?
• What is a conversational AI?
• How do AI and machine learning (ML) technology enable marketers to reach out to their target audience?

National MBAResearch Standards-Business Administration
Use social media to communicate with a business’s stakeholders.

National MBAResearch Standards-Marketing
Understand promotional channels used to communicate with targeted audience.

Task 54
Describe elements of a digital marketing presence.
Definition
Description should include

• website and online sales gateway or solution
• user interface (UI)
• responsive design (displays and functions properly regardless of screen size)
• payment gateway (i.e., cart, click to pay)
• request for information and/or predictive search
• point-of-sale software (i.e., tracking, inventory, shipping)
• analytics (i.e., Google, owner analytics from payment system).

Process/Skill Questions
• What role do global devices play in digital marketing?
• How does multichannel selling benefit a small business’s marketing?
• How do companies using e-commerce ensure secure payment methods and safeguard customer data?
• What are some essential elements of an effective digital marketing presence?
• Why is cybersecurity important in digital marketing?

National MBAResearch Standards-Marketing
Acquire foundational knowledge of channel management to understand its role in marketing.

Task 55
Compare marketing products and/or services on the Internet with marketing in a brick-and-mortar business.
Definition
Comparison should include how marketing on the Internet and in a brick-and-mortar business work together and how they differ. Comparison should apply the basic marketing process to an Internet marketing business (including a variety of Internet business types, such as websites, email) and to a traditional brick-and-mortar business, examining the differences and relationships between the two in terms of
• the four P’s and utility and the role they play
• marketing to a business or an individual
• the positives and negatives of each marketing process.

Process/Skill Questions
• What management functions necessary for a brick-and-mortar business may be unnecessary for an Internet business, and vice versa?
• How do product-service mix concerns of a brick-and-mortar business compare with those of an Internet business?
• What are the advantages and limitations of promotion on the Internet vs. promotion in a brick-and-mortar business?
• How do brick-and-mortar stores compete with online shopping companies like Amazon?
• How can the customer experience be an advantage over internet marketing?

National MBA Research Standards—Marketing
Acquire foundational knowledge of channel management to understand its role in marketing.

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

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

Task 56
Identify methods for managing a digital reputation in a business and personal environment.

Definition
Identification should include

• researching your name or company online
• tracking product feedback through online sales
• conducting case study analyses
• identifying appropriate vs. inappropriate language
• identifying ways to correct perceived damage to a reputation.

Process/Skill Questions
• How does online reputation management (ORM) work?
• What are the possible effects to your academic and career advancement of inappropriate information appearing on your social media?
• What role does diversity play in a digital business?

National MBA Research Standards – Business Administration
Use social media to communicate with a business’s stakeholders.

National MBA Research Standards—Marketing
Exploring Concepts of Branding

Task 57

**Explain the concepts of brand and branding.**

**Definition**

Explaination should include:

- definitions of *brand* and *branding*
- types of brands (e.g., national, private distributor, generic)
- extensions of branding (e.g., brand sensitivity, brand attachment, brand trust, brand loyalty)
- the importance of brands
- the role of promotion and marketing strategies used to deliver brand messages
- the practice of brand promotional overlays with trusted or complementary brands that can advance one’s own brand and add value
- brand personality and traits (e.g., memorable names, symbols, logos, images, phrases, slogans, emotional connections).

**Process/Skill Questions**

- How is a brand created?
- Why is branding important in product planning?
- What role do cultural requirements or sensitivities play in branding?
- How does branding in BTB differ from consumer branding?
- How do you trade market your brand?
- What are the advantages of trade marketing your brand?

**National MBA Research Standards—Marketing**

Position company to acquire desired business image.

Position products/services to acquire desired business image.

Task 58

**Describe the importance of branding and value propositions in marketing.**

**Definition**

Description should include the followings roles branding plays in an organization’s marketing strategy:
• Builds product recognition through frequency and consistency of message, regardless of method of delivery (e.g., print, broadcast, Internet)
• Creates customer loyalty
• Establishes an image
• Offers a standard of quality and consistency
• Differentiates products from competing products
• Capitalizes on brand exposure
• Benefits the brand brings to the company

Process/Skill Questions
• What role does branding play in an organization’s marketing strategy?
• How do companies create customer loyalty?
• How can famous actors or athletes improve or create brand loyalty?
• What are the characteristics of effective brand names?
• What circumstances might make an organization change its brand?
• What steps can be taken when a brand receives negative publicity?

National MBAResearch Standards – Marketing
Position company to acquire desired business image.

Position products/services to acquire desired business image.

Task 59
Explain the difference between brand name and brand.
Definition
Explanation should include the concept that a brand name is the spoken part of a brand, which is used to distinguish a product from competing products. Explanation should also include other elements of the brand, such as brand marks, trade names, trade characters, slogans, trademarks, service marks, and personality.

Process/Skill Questions
• Why are trademarks used?
• What are examples of brand marks and brand characters?
• What are examples of trademark infringements?
• What are the potential consequences of using an established brand name without permission?

National MBAResearch Standards – Marketing
Position company to acquire desired business image.

Position products/services to acquire desired business image.
Task 60
Explain the use of national brand and private-label brand names in marketing.

Definition
Explanation should include the concept that a national brand is the branded product of a manufacturer, whereas a private-label brand is the branded product manufacturers sell to specific wholesalers and retailers. National brands are used to attract customers, whereas private brands are used to boost profit and build customer loyalty.

Process/Skill Questions
- What are the similarities and differences between national brands and private-label brands?
- Why are national brands used?
- Why are private-label brands becoming progressively more popular?
- How are national brands competing with private labels?

Task 61
Explain the concept of positioning.

Definition
Explanation should include a definition of positioning and an examination of examples illustrating the role and importance of positioning.

Process/Skill Questions
- How is positioning reflected in marketing mix decisions?
- What is the purpose of developing a position?
- How is company image related to positioning?
- Why is positioning important to protect a company’s brand?
- What is the relationship between differentiation and positioning?
- What are examples of successful brand positioning strategies?
- What is attitude branding? Give examples.
- What factors affect a company’s positioning strategy?

National MBA Research Standards – Marketing
Position company to acquire desired business image.

Position products/services to acquire desired business image.
Task 62

**Develop a new positioning plan or a rationale for maintaining the existing positioning plan for an existing product or service.**

**Definition**

Development should include

- a description of competitive positioning
- the creation of a new positioning plan or an assessment of an existing positioning plan
- a recommendation for maintaining or changing the plan.

**Process/Skill Questions**

- What circumstances would necessitate a change in positioning?
- How does market research play a role in the positioning plan?
- How does defining the target market affect the positioning plan?
- How is market share related to the positioning plan?
- Why would quantitative market research be important in a positioning plan?
- What does the phrase *name is everything* mean in a positioning plan?

**National MBAResearch Standards – Marketing**

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

Develop marketing strategies to guide marketing tactics.

Position company to acquire desired business image.

### Developing the Marketing Strategy

**Task 63**

**Explain the importance of a comprehensive marketing strategy.**

**Definition**

Explanation should include a definition of *marketing strategy* and description of its use in a business. The marketing strategy should address the following:

- Where the business is now
- What the business’s goals are
- Where the business intends to go in the future
- How the business’s goals are aligned both with customers’ needs and with sustaining the business.
Process/Skill Questions
- Why is strategic planning important to a marketing manager?
- What role does market research play in developing an overall marketing strategy?
- How is a strategic plan affected by measured outcomes?
- How does one determine whether the plan is successful?
- Why is it important to have goals aligned with customer needs?
- Why is it important to analyze the current status of the business before planning future steps?

National MBAResearch Standards – Marketing
Develop marketing strategies to guide marketing tactics.

Task 64
Examine the elements of a marketing plan for products and services.

Definition
Examination should include the following aspects of a marketing plan:

- Identifying the target market for the product or service
- Segmenting the target market for the product or service
- Positioning the product or service
- Relating the product or service to the company’s vision and mission statement
- Making marketing mix decisions

Process/Skill Questions
- How does the product mix affect the marketing plan?
- How does a marketing plan for a product compare to a marketing plan for a service?
- Why is it important to relate the marketing plan to the company’s vision and mission statements?
- How will a company benefit from writing a marketing plan?
- What is the importance of identifying a well-defined target market in the marketing plan?

National MBAResearch Standards – Marketing
Employ marketing-information to plan marketing activities.

Select target market appropriate for product/business to obtain the best return on marketing investment (ROMI).

Assess marketing strategies to improve return on marketing investment (ROMI)

Task 65
Conduct a strengths, weaknesses, opportunities, threats (SWOT) analysis to analyze the effects of competition on a given product and/or service.

**Definition**
Conducting a SWOT analysis should include:

- definitions of *internal* and *external environment*
- the effect of competition on pricing, merchandising, quality control, financial resources, debt, potential market growth, and sales strategies of a given product and/or service.
- an environmental scan, including an internal analysis and an external analysis
- analysis of the potential global influences on the marketing strategy.

**Process/Skill Questions**
- How can internal and external environments affect the SWOT analysis?
- What factors should be considered in the environmental scan?
- What are examples of direct and indirect competition in the local economy?
- What are the effects of this competition on the consumers and on the business community?
- What effects can nonprice competition have on the success of a product?

**National MBA Research Standards - Business Administration**
Utilize planning tools to guide organization’s or department’s activities.

**National MBA Research Standards – Marketing**
Develop marketing information to plan marketing activities.

Employ marketing information to plan marketing activities.

**Task 66**
**Explain company image and its importance.**

**Definition**
Explanation should include the definition of *brand image* and *company image* as related to:

- a company’s values
- the target market
- public perception
- the effect and importance of managing a company’s image for a business’s success.

**Process/Skill Questions**
- What factors affect a company’s image?
- How does the strength of a company’s brand and brand loyalty affect the company’s image?
- How important is company image to the profitability of the business?
• Why is it important to have consistent brand and company images?
• How can a brand hurt a company’s image?

National MBA Research Standards – Marketing
Position company to acquire desired business image.

Position products/services to acquire desired business image.

Task 67
Explain the critical importance of customer service and its relationship to internal and external marketing.

Definition
Explanation should include

• the meaning of the term *customer service*
• a summary of the customer life cycle
• the relation of customer service to internal marketing and the marketing concept.

Process/Skill Questions
• How is customer satisfaction reflected in pricing and distribution decisions?
• Why is customer service such a critical part of marketing plan?
• How is customer satisfaction reflected in product and/or service mix decisions?
• What is the relationship between customer satisfaction and corporate profitability?

National MBA Research Standards-Business Administration
Foster positive relationships with customers to enhance company image.

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

National MBA Research Standards – Marketing
Acquire a foundational knowledge of selling to understand its nature and scope.

Task 68
Explain the purposes of measuring outcomes.

Definition
Explanation should include

• a definition of *outcome*,
• key performance indicators (KPIs)
• examples of measurable outcomes, return on investment (ROI), and ways outcomes are used in the decision-making process.

**Process/Skill Questions**
• What is the definition of *outcome* as related to marketing management?
• Why is measuring outcomes important to a marketing manager?
• How could a marketing manager use an analysis of measured outcomes?
• What are examples of KPIs a marketing manager should be analyzing?
• How might outcomes affect the decisions related to the business’s marketing mix?
• What is meant by *ROI*?

**National MBA Research Standards - Marketing**
Assess marketing strategies to improve return on marketing investment (ROMI).

**Task 69 (optional)**
**Develop an action plan.**

**Definition**
Development of an action plan should include

• gathering resources needed
• building the action plan, including a budget of possible costs
• correlating the action plan to the strategic plan, adhering to vision and mission
• determining the timeframe for execution and duty assignments
• implementing the action plan
• completing a final analysis
• reevaluating the plan.

**Process/Skill Questions**
• Why is an action plan important to the effective marketing of products and services?
• What is the relationship between the action plan and the strategic plan?
• How is the decision-making process employed in developing an action plan?
• Why is budgeting an important aspect of the action plan?
• Why is it important to reevaluate the plan?

**National MBA Research Standards – Business Administration**
Utilize planning tools to guide organization’s or department’s activities.

**Understanding Product and Service Marketing**
Task 70
Explain product, service, and the product and/or service mix.
Definition
Explanation should include definitions of the terms product, service, and product and/or service mix and an examination of illustrative examples of each.

Process/Skill Questions
- What is difference between a product and a service?
- Why is the product and/or service mix an important part of the business’ image?
- What is the difference between a marketing mix and a product mix?
- When would management modify the product mix through expansion or contraction?
- How might a product create a service opportunity for a business?

National MBAResearch Standards – Marketing
Acquire a foundational knowledge of product/service management to understand its nature and scope.

Employ product-mix strategies to meet customer expectations.

Position products/services to acquire desired business image.

Task 71
Describe the process of new product planning.
Definition
Description should include the following seven key steps in new product development:
- Generating ideas
- Screening ideas
- Developing a business proposal
- Developing the product
- Testing the product with consumers
- Introducing the product (commercialization)
- Evaluating customer acceptance

Process/Skill Questions
- Why is evaluation of customer acceptance an important step in the product planning process?
- Why would a business not test market their product?
- Why is an understanding of the concept of the product life cycle important in the product and/or service planning process?
- What role does technology play in product and/or service planning?
Task 72
Describe types of product-mix strategies.

Definition
Description should include the concept that all the products a company manufactures or sells make up the product mix. It should also emphasize that product-mix strategies will affect product items, lines, width, and depth and include the following:

- Developing new products
- Expanding the product line, including brand extension
- Modifying product lines, including finding new uses, new markets, or new methods of distribution for a product
- Discontinuing a product or line of products

Process/Skill Questions
- What is the difference between a product item and a product line?
- What is the difference between product width and depth?
- How does the product mix of a specialty store compare with that of a department store?
- What factors might encourage a business to make changes in its product mix?
- Why do companies have to be careful when adding or deleting products or product lines?
- What is the difference between altering the product line and expanding or contracting it?

Examining Business-to-Business (B2B) Markets

Task 73
Define B2B markets.

Definition
Definition should include
• an explanation of the selling of products and/or services by a business to other businesses and governments
• examples of B2B markets
• the economics of importing and exporting product components in the international market.

Process/Skill Questions
• What is a B2B market?
• How is a B2B market different from a business-to-consumer market?
• What types of businesses are involved in B2B markets?

National MBAResearch Standards – Business Administration
Understand the nature of business to show its contributions to society.

Task 74
Identify a marketing strategy for a B2B.
Definition
Identification should include
• trade shows
• advertising in trade publications
• incentives
• corporate relationships
• networking relationships
• business-to-government (B2G)
• digital marketing.

Process/Skill Questions
• How is a B2B marketing strategy different from a consumer marketing strategy?
• What strategies would work best for the industries identified?
• What steps do businesses have to go through to sell to the government?
• What type of incentives are used in B2B?

National MBAResearch Standards – Marketing
Develop marketing strategies to guide marketing tactics.

Exploring Marketing Research and Segmentation

Task 75
Explain the purpose of marketing research.
Definition
Explanation should include a definition of marketing research and a commentary on its role in marketing information systems, to include gathering, analyzing, and disseminating information about

- consumers
- target market and customer base
- competition and company perception
- products and services
- industry trends.

Process/Skill Questions
- What is marketing research?
- Who uses marketing research?
- Why is marketing research beneficial?
- What are the methods marketers use to conduct research?
- What are the steps in the research process?
- Why is it important to protect data collected?
- How is marketing research related to the marketing concept?
- How does marketing research relate to company profitability?

National MBA Research 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.

Task 76
Analyze the importance of using marketing research in marketing decision making.

Definition
Analysis should include an explanation of the benefits of marketing research and ways that results are used to aid in

- planning and meeting business objectives
- increasing sales and profits
- planning for future operations.

Process/Skill Questions
- What are the benefits of marketing research?
- What types of marketing management decisions are heavily dependent on marketing research data?
• Why is research necessary to make valid marketing decisions?
• When should marketing research be used in the product planning process?
• What information from marketing research is helpful in planning for marketing mix?

National MBAResearch Standards – Marketing
Acquire foundational knowledge of marketing-information management to understand its nature and scope.

Task 77
Determine the target market and competition for selected products and/or services.

Definition
Determination should include

- defining the terms
  - target market
  - market segment discriminators
  - Competition

- applying the concepts of market identification and segmentation to the selection of a target market according to competitors’ products and/or services and according to a customer profile, to include considerations related to
  - demographics
  - geographical location
  - psychographic characteristics
  - behavior

- identifying the customer profile or persona.

Process/Skill Questions
- What factors are analyzed to assist in determining the target market selected for a company and/or its products?
- What is mass marketing and why do most businesses not use it?
- What is market segmentation, and how does it relate to a target market?
- How do marketers identify competitors?
- How does a business differentiate itself from its competitors?

National MBAResearch- Marketing
Select target market appropriate for product/business to obtain the best return on marketing investment (ROMI).

National MBAResearch Standards – Business Administration
Understand economic systems to be able to recognize the environments in which businesses function.

Task 78
Explain the importance of market share.

Definition
Explanation should include a definition of *market share* and a commentary on the relationship between market share and competition.

Process/Skill Questions
- Why is market share important?
- What can cause market share to decrease?
- How can a business increase its market share?
- How can niche marketing be used to penetrate new markets?
- What role does positioning play for a company seeking an increase in market share?
- How does brand loyalty affect market share?

National MBAResearch - Marketing
Employ marketing-information to plan marketing activities.

Task 79
Conduct secondary data research.

Definition
Conducting research should include

- the definition of *secondary research*
- the ethics of finding open-source data or buying a service
- data based on lifestyle or behavioral characteristics
- quantitative and qualitative data
- reliable data sources (validated rather than opinion).

Process/Skill Questions
- What is the difference between quantitative and qualitative data?
- Why is it important to validate data before using it?
- How can one determine the suitability of data found for a specific problem under study?
- What ethical questions should be addressed when using open-source data found on the Internet?
- What are the advantages and disadvantages of using secondary data?

National MBAResearch Standards – Marketing
Understand marketing-research design considerations to evaluate their appropriateness for the research problem/issue.

Task 80
Conduct primary data research.

Definition
Conducting research should include the following steps of the marketing research process:

- Define the problem.
- Obtain data.
- Analyze data.
- Recommend a solution.
- Apply the results.
- Evaluate the outcome.

**Process/Skill Questions**

- How does one identify and define a problem that can be addressed through marketing research?
- Why is it important to evaluate the outcome of a solution?
- How does one select a sample group of respondents that represent a target market?
- Why is organization an important part of data analysis?
- What is the role of statistics in conducting marketing research?
- How can social media aid in the gathering of information?

**National MBAResearch Standards – Marketing**

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

**Task 81 (optional)**

**Present marketing research findings in a written and an oral report.**

**Definition**

Presentation should include the following:

- Executive summary
- Introduction of the research problem
- Explanation of the selection of data-gathering methods
- Description of the research process
- Analysis of data
- Graphical presentations of data
- Conclusions drawn from data analysis
- Recommendations for an action based on conclusions
- Citation of sources
- Respect for proprietary restrictions

**Process/Skill Questions**

- What audiences might benefit from the information gathered in this research?
- What are ways to enhance a presentation?
- Why are charts and graphs effective ways to present findings?
• Why is it important to explain data gathering methods and cite sources?

**National MBA Research Standards – Marketing**
Assess marketing research briefs to determine comprehensiveness and clarity.

Evaluate marketing research procedures and findings to assess their credibility.

# Managing Communication in Marketing

**Task 82**

**Analyze the role of communication within an organization.**

**Definition**
Analysis should include

- both internal and external communication
- an explanation of formal and informal communication and the roles of each within an organization
- the importance of active listening
- the importance of asking questions
- the importance of effective communication for managers in relation to organizational goals and employee productivity.

**Process/Skill Questions**

- When should an employee use formal methods of communication? When should an employee use informal methods of communication?
- How does the communication style of a company correspond to the company culture?
- What are methods of workplace communication? What information is usually conveyed by each?
- How can an employee improve the effectiveness of his or her communication skills?
- How does effective communication enhance an employee’s chance of success and advancement?
- What is an open-ended question, and when are these used?
- What is active listening? How can an employee demonstrate active listening?
- How has technology affected communication within an organization?

**National MBA Research- Business Administration**
Read to acquire meaning from written material and to apply the information to a task.

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

Write internal and external business correspondence to convey and obtain information effectively.
Task 83
Explain the importance of alliances and networking with other organizations.

Definition
Explanation should include benefits derived from working with trade associations and other organizations to achieve business goals (e.g., community service projects, joint retail ventures, cooperative lobbying in tax or zoning situations).

Process/Skill Questions
- Why is networking with other organizations important?
- How can networking help an organization overcome marketing myopia?
- How might organizations collaborate?
- How do companies use the Internet to network?
- What are examples of trade organizations in marketing?
- How might networking improve a company image?
- How does a business choose alliances?

National MBAResearch Standards – Business Administration
Understand the nature of customer relationship management to show its contributions to a company.

Task 84
Describe the role of public relations.

Definition
Description should include

- definitions of public relations and crisis management
- analysis of the purpose of crisis management
- the importance of relationships with media
- a commentary on the role of public relations as it relates to customers, community, stockholders, and employees.

Process/Skill Questions
- What type of information is often conveyed by public relations?
- What are the essential components of a press release?
- How has the Internet and social media changed public relations planning?
- What are the advantages and disadvantages of using the internet for public relations?
- How does public relations improve a company’s image?

National MBAResearch Standards – Marketing
Understand promotional channels used to communicate with targeted audiences.
Understand the use of public-relations activities to communicate with targeted audiences.

**Task 85**

**Analyze marketing media.**

**Definition**

Analysis should include

- a definition of *marketing media*
- a comparison among the major types of advertising media
  - broadcast TV, radio, and cable
  - newspapers
  - magazines
  - direct marketing
  - specialty publications
  - out-of-home (i.e., outdoor advertising)
  - Internet
  - mobile
  - social media marketing
  - technology applications.

**Process/Skill Questions**

- What are the advantages and disadvantages of each type of promotional marketing media?
- How does a business select the type(s) of marketing media to use?
- How does marketing media demonstrate that a brand identifies with a demographic?
- How have influencers affected marketing media?
- How is media marketing changing ecommerce?

**National MBAResearch Standards – Marketing**

Understand promotional channels used to communicate with targeted audiences.

Understand the use of an advertisement’s components to communicate with targeted audiences.

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

**Task 86**

**Describe the relationship between marketing and operations.**

**Definition**

Description should include the identification of all contact points for the company and its brands to ensure that communications at each point are consistent with the overall corporate objectives and goals so that customer expectations of the brand promise are met.

**Process/Skill Questions**
What are the benefits of creating systems to evaluate the combined effect of all communications activities?
What roles might customers and suppliers have with marketers and managers in communications planning?
How might operational planning contribute to the long-term objectives and goals of an organization?
What are the perspectives (focus) of both marketing and operations?
How has the increase in ecommerce affected the relationship between marketing and operations?

National MBA Research Standards – Business Administration
Understand marketing’s role and function in business to facilitate economic exchanges with customers.

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

Investigating the Product and/or Service Life Cycle

Task 87
Describe the stages in the product and/or service life cycle.

Definition
Description should include the stages of the life cycle (i.e., introduction, growth, maturity, decline, reinvention/renewal, obsolescence), all of which affect a product’s and/or service’s pricing and lifespan.

Process/Skill Questions
- How do consumer attitudes toward the product change as it goes through the phases of the product life cycle? How does this affect marketing strategies?
- How does promotion change in each stage of product life cycle?
- How does price change in each stage of the product life cycle?
- How do marketing costs incurred at each stage of the product life cycle vary?
- How do changes and improvements to a product affect its product life cycle?
- How can a product’s position in the life cycle be used to help identify the need for new products?

National MBA Research Standards – Marketing
Acquire a foundational knowledge of product/service management to understand its nature and scope.
Task 88
Identify strategies for using the product and/or service life cycle.
Definition
Identification should include techniques for using the product life cycle to
- develop marketing strategies for extending the life of older products and/or services
- stimulating new product and/or service acceptance
- making product and/or service deletion decisions.

Process/Skill Questions
- What specific strategies would be used to manage a soft drink (or other common product) during each stage of the product life cycle?
- When should the decision be made to discontinue a product?
- Why should a business be careful when making a decision to discontinue a product?
- What strategies could be used to move a product from maturity back into growth?
- What factors does marketing focus on during the introductory stage of a product?
- What does it mean when a product has entered the decline stage of the product life cycle?

National MBA Research Standards – Marketing
Acquire a foundational knowledge of product/service management to understand its nature and scope.

Task 89
Apply marketing core standards to the development, production, and marketing of a new product and/or service.
Definition
Application should include the use of management decisions, distribution, pricing, promotion, selling, and marketing information management to launch a new product and/or service.

Process/Skill Questions
- How is shelf life related to profit?
- How does a product’s stage in the life cycle affect decisions in terms of promotion, pricing, and distribution?
- What life-cycle considerations should be evaluated when developing a new product?
- Why is selling a critical step in introducing a new product? Why is promotion a critical step in introducing a new product?

National MBA Research Standards – Marketing
Generate product ideas to contribute to ongoing business success.
Acquire a foundational knowledge of product/service management to understand its nature and scope.

Pricing Products and Services

Task 90
Analyze the factors that influence pricing.

Definition
Analysis should include factors such as

- wholesale costs
- operating costs
- supply and demand
- competition
- maintenance of a competitive edge.

Process/Skill Questions

- How does marketing influence pricing?
- How has the increase in ecommerce affected the pricing of goods?
- How does competition affect price?
- How is pricing influenced when supply is low and demand is high?
- How do wholesale cost and production cost differ? How are they similar?
- What costs are incorporated in the price of a good?
- How does distribution affect cost and price?
- How can a business increase profit without changing the price charged to consumers?
- How can a business increase profit without changing the price charged to consumers?

National MBAResearch Standards – Marketing
Develop a foundational knowledge of pricing to understand its role in marketing.

Task 91
Determine pricing objectives and strategies.

Definition
Determination should include the concepts of

- market penetration pricing
- price skimming
- competitive edge
- profit.

Process/Skill Questions
• What is an advantage of using penetration pricing?
• When is price skimming most effective?
• How does market-penetration pricing affect profit? How does price skimming affect profit?
• How do the pricing strategies affect overall company and brand image?
• What are the consequences of using each pricing strategy in relation to customer perceptions?

National MBAResearch Standards – Marketing
Develop a foundational knowledge of pricing to understand its role in marketing.

Task 92
Explain key factors in determining the selling price for a good or service.
Definition
Explanation should include a description of how internal factors (e.g., cost of goods, operating expenses, product mix) and external factors (e.g., supply, demand, government regulations, competition, natural and economic events) determine the selling price, including the following differences:

• Pricing goods should take into account manufacturing, shipping, packaging, advertising, customer service, and storage costs.
• Pricing services should take into account labor costs, related product costs, and related equipment costs.

Process/Skill Questions
• How do competitors affect retail sales, both in-store and online?
• How do the global economy and political climate affect price? How can this be seen in today’s market?
• What effect do expenses have in determining the selling price?
• How does the stage in the life cycle affect pricing the product?
• How does pricing affect market share?
• When might it be wise for a business to review and/or update its pricing?

National MBAResearch Standards – Marketing
Develop a foundational knowledge of pricing to understand its role in marketing.

National MBAResearch- Business Administration
Understand fundamental economic concepts to obtain a foundation for employment in business.

Task 93
Describe the legal responsibilities in pricing.
Definition
Description should include examples of legal concepts relevant to pricing, such as

- price fixing
- price discrimination
- resale price maintenance
- minimum pricing
- unit pricing
- price advertising.

Process/Skill Questions
- Why is it unlawful to charge different customers different prices?
- When may a seller sell a product at different prices?
- How is price fixing different from price matching?
- What are the conditions necessary for price discrimination to occur?
- How might one compare illegal vs. legal price advertising?
- What is the government’s role in enforcing ethical and legal pricing?

National MBA Research Standards – Marketing
Develop a foundational knowledge of pricing to understand its role in marketing.

Managing Promotion

Task 94
Describe types of sales and marketing promotions.
Definition
Description should include types of sales promotions such as

- social media influencers
- contests
- sweepstakes
- samples
- coupons
- incentives
- rebates
- promotional codes
- reduced price
- free goods
- visual merchandising.
Process/Skill Questions

• What are real-world examples of sales promotions by brick-and-mortar businesses and by
  Internet-based businesses? How do these compare?
• How can a brick-and-mortar business use the Internet as part of its promotional mix?
• Why must domestic promotional themes be carefully reconsidered prior to launching a
  global campaign?
• What sales promotions boost brand awareness? Which sales promotions increase sales?
• How does visual merchandising help to create a desire for a product and/or service?
• How can a business improve the performance of sales and marketing promotions?

National MBAResearch Standards – Marketing

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

Understand promotional channels used to communicate with targeted audiences.

Task 95

Explain factors that affect the promotional mix.

Definition

Explanation should include a definition of *promotional mix* as well as factors affecting the
promotional mix, such as

• the nature of potential customers
• incentive selling or personal connections with a third party
• general marketing conditions
• funds available
• the product and/or service being promoted.

Process/Skill Questions

• What is the interrelationship among the elements of the promotional mix?
• How does the promotional budget affect the promotional mix?
• How might the target market affect the promotional mix?
• How does the use of the Internet affect the promotional mix?
• How does the stage of a product’s life cycle affect the promotional mix?
• How might one compare the promotional strategies, push vs. pull, and the effect on the
  promotional mix?

National MBAResearch Standards – Marketing

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

Understand promotional channels used to communicate with targeted audiences.

Task 96 (optional)
Develop a promotional plan for a specific product or service.

**Definition**
Development of the promotional plan should include

- creating a campaign theme
- analyzing the market
- identifying the target market
- developing objectives
- developing a budget
- selecting the promotional mix
- determining the strategies and tactics for the promotion
- developing a post-promotion review to evaluate strategy and tactics.

**Process/Skill Questions**

- Why would a marketer develop a promotional plan and what factors should be considered?
- How might a flow chart be helpful when developing a promotional plan?
- Why is promotion the primary way that businesses communicate with prospective customers?
- Why would two businesses have different promotional plans for the same product and/or service lines?
- How would the target market influence the development of a promotional plan?
- How would available financial resources and human resources affect a promotional plan?
- How would the business evaluate the performance of a promotional plan?

**National MBAResearch Standards – Marketing**
Understand promotional channels used to communicate with targeted audiences.

**Managing Distribution and Inventory**

**Task 97**

**Explain channels of distribution for consumer and industrial products and services.**

**Definition**
Explanation should include identification of the primary channels of distribution for products and services and ways to determine an appropriate path for consumer and industrial goods from producer to distributor to consumer—a path which can vary depending on the final user and includes

- direct and indirect channels (e.g., wholesalers, retailers, and agents)
- intermediaries
• outlets
• storage
• transportation.

Process/Skill Questions
• What is the difference between a consumer and an industrial user?
• What is the difference between a direct and an indirect channel of distribution?
• What types of products would be appropriate for each channel?
• What factors affect the choice of the distribution channel?
• What role do intermediaries play in the distribution channel?

National MBAResearch Standards – Marketing
Acquire foundational knowledge of channel management to understand its role in marketing.

Task 98
Determine physical distribution and storage methods for a variety of products.

Definition
Determination should include

• a distribution method (e.g., truck, train, airplane, pipeline) for each product and the rationale behind the choice (e.g., based on speed, cost, efficiency, location)
• a method of storage (e.g., private, public, bonded, warehouse, distribution center).

Process/Skill Questions
• When is speed more important than cost in distribution?
• How does geography limit distribution choices?
• How might outsourcing affect the physical distribution methods used?
• Why is distribution so important to the concept of place in the marketing mix?
• Why do companies need to be concerned with economic and political issues involving energy sources?
• What costs are associated with physical distribution?
• How does the relationship between material management and physical distribution compare?

National MBAResearch Standards – Marketing
Manage channel activities to minimize costs and determine distribution strategies.

Task 99
Trace the channels of distribution for a selected product and service.
**Definition**

Tracing should include identification of

- the stages that make up the path from the producer to the consumer—a path that can vary depending on the final user
- all intermediaries that could be involved
- the type of physical distribution method that should be used.

**Process/Skill Questions**

- What is the function of intermediaries?
- What are the commonly used distribution channels for consumer products and for industrial products?
- Why would it make sense to create a distribution plan?
- Why is the distribution plan like a blueprint?
- How does the choice of channel affect price, promotion, and stock handling?

**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.

**Task 100**

**Explain inventory control systems.**

**Definition**

Explanation should include the benefits and drawbacks of various types of inventory systems and dollar- and unit-control as well as electronic systems.

Examples may include, but not be limited to,

- just-in-time (JIT)
- made-to-order
- perpetual, physical, inventory turnover
- stock lists (e.g., basic, stock, never out)
- enterprise resource planning (ERP)
- barcode/Universal Product Code (UPC)
- radio frequency identification (RFID)
- bokode data tag.

**Process/Skill Questions**

- How do various inventory control systems affect customer service?
- What factors and risks are involved in the choice of an inventory control system?
- What is the effect of inventory control on profitability and loss?
- What is the relationship between inventory and distribution?
- What is the difference between perpetual and physical inventory systems?
• What is the difference between dollar-control and unit-control inventory systems?
• Why is inventory control important?

**Task 101**

**Compare various inventory systems.**

**Definition**
Comparison should include a description of unit versus dollar systems, physical versus perpetual systems, and JIT systems, and present the advantages and disadvantages of each.

**Process/Skill Questions**
- What are the advantages of using computerized inventory systems? What, if any, are the disadvantages?
- How does the JIT approach affect stock management?
- Why should customer service be an important factor when selecting an inventory control system?
- How can real-time data help with customer relations and sales?
- What are the strengths and weaknesses of different inventory control systems based on business type?

**Task 102**

**Explain the stock-handling process.**

**Definition**
Explanation should include
- receiving stock (e.g., facilities and receiving records)
- checking merchandise (e.g., blind check, direct check, spot check, quality check)
- marking merchandise (e.g., source marking, preretail marking)
- transferring merchandise.

**Process/Skill Questions**
- How do bar codes and scanners speed up the stock-handling process?
- What is the direct-to-store approach?
- How do intermediaries play a role in the stock-handling process?
- What technology is available to speed up the inventory-checking process? Why is it important to be accurate when checking inventory?
- What are techniques to identify low-turn stock?
- What is drop shipping? What are the advantages and disadvantages of this stock handling process?

**Task 103**

**Explain the importance of managing productivity and inventory control accuracy.**
Definition
Explanation should address the concepts that monitoring inventory control levels allows for managing productivity and producing inventory to meet projected sales forecasts.

Process/Skill Questions
- What is the importance of keeping accurate inventory levels?
- How does computerized inventory control assist productivity managers?
- What are the impacts of stock overages and shortages on productivity and sales?
- How can managing decisions lead to an inventory surplus?
- How can excess inventory be managed?

Task 104
**Explain how sales forecasting and inventory turnover affect each other.**

Definition
Explanation should include a definition of sales forecasting and inventory turnover and a commentary on how inventory turnover can be used to project sales and to plan for reordering and staffing needs.

Process/Skill Questions
- What is inventory turnover, and how does it affect inventory control?
- How do sales forecasts affect hiring and scheduling decisions?
- How do inventory systems assist in reordering products and projecting future sales?
- Why is inventory turnover a good measure of the success of a business?
- Why would it makes sense to analyze sales forecasts prior to ordering inventory?

**National MBA Research Standards – Marketing**
Assess marketing strategies to improve return on marketing investment (ROMI).

Task 105
**Explain how distribution and inventory control have evolved as a result of technology.**

Definition
Explanation should include both manual and computer-based distribution and inventory control methods (e.g., UPC, electronic interchange, point of sale, radio frequency identification [RFID]) used in the past and a commentary on how technology has rapidly changed those systems in recent years.

Process/Skill Questions
- How has recent technology changed the process of keeping accurate inventory records?
- How has recent technology assisted marketing managers in reacting to sales trends?
• How has recent technology allowed for more efficient use of dollars invested in inventory?
• How has RFID affected inventory control?
• What are vendor-managed inventory (VMI) systems, and how have they helped manage costs?
• What are the consequences of out of date technology in distribution?

National MBAResearch Standards – Marketing
Acquire foundational knowledge of channel management to understand its role in marketing.

Marketing Products and Services Internationally

Task 106
Explain the nature and importance of international marketing.

Definition
Explanation should include
• the definition of international marketing.
• how the advent of faster communication, transportation, and financial flows have made international marketing feasible.
• how non-U.S. firms have expanded into U.S. markets and claimed large market shares in some industries.
• how U.S. firms have expanded similarly into international markets, giving rise to an interdependent global market and economy.
• the effect of interdependence on the availability of goods.

Process/Skill Questions
• How can being a part of the international economy help the overall U.S. economy?
• How has the nature, growth, and importance of international trade and investment evolved over the past 50 years?
• What are some common theories of international trade?
• How has outsourcing affected employment in the United States and in other countries?
• What are the pros and cons of the rise to an interdependent global economy?

National MBAResearch Standards – Business Administration
Understand global trade’s impact to aid business decision-making.
Task 107
Identify the advantages and barriers to international marketing.

Definition
Identification should include:

- **Advantages**
  - availability of expanded market opportunities
  - availability of human and natural resources, cost of labor

- **Disadvantages**
  - highly unstable governments and currencies
  - government regulations
  - tariffs
  - cost of labor.

Process/Skill Questions
- What are the common barriers faced by international businesses?
- How do governments influence international marketing?
- Why would a government want to control foreign trade?
- How does international marketing affect the price that U.S. consumers are willing to pay for products made in the U.S.?
- How has the international marketplace affected the value of the U.S. dollar?
- Why would U.S. companies outsource some of their marketing functions?
Identification should include specific examples of how cultural norms, business norms, and behavior and language differences affect the ways a company markets goods or services in different international markets.

Process/Skill Questions
- How do language differences affect product and/or service names, taglines, and promotional strategies?
- What are the consequences of marketers neglecting to tailor a message to a particular culture?
- How has social media influenced cultural differences in global marketing?
- Why is it important to learn about a culture’s customs before proceeding with marketing and business transactions?
- How can cultural differences cause resistance to change and affect product introduction?
- How do cultural biases influence purchasing behavior?

National MBAResearch Standards – Business Administration
Understand global trade’s impact to aid in business decision-making.

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

Task 109 (optional)
Develop an international marketing strategy for a specific product or service.

Definition
Development should include research and decisions related to the following strategic steps:

- Analyzing the global market environment (e.g., economics, political, legal, cultural environments)
- Deciding whether to expand abroad based on identified advantages and disadvantages
- Deciding which markets to enter (e.g., demographics, geographic factors, economic factors, technological factors, sociological factors, and national goals and plans)
- Deciding how to enter the market (e.g., exporting, joint venturing, direct investment)
- Deciding on the marketing program (e.g., product, price, place, promotion)
- Deciding on the marketing organization (e.g., export department, global organization)

Process/Skill Questions
- Why is it important to examine the domestic marketing strategy and how it will need to be tailored to be effective in the proposed international markets?
- What are the steps in developing an international marketing strategy for a specific product?
- What characteristics should a global marketing manager demonstrate when marketing a specific product?
- What are the consequences of a poorly planned international marketing strategy?
Examining Nonprofit Marketing

Task 110
Differentiate between nonprofit versus for-profit marketing.

Definition
Differentiation should include the marketing and fundraising strategies for a nonprofit business (e.g., museums, United Way, Susan G. Komen) versus a for-profit business.

Process/Skill Questions
- How are nonprofit and for-profit businesses similar?
- How are nonprofit and for-profit businesses different?
- Why is event marketing so important in nonprofits?
- How is social media used to promote nonprofits?
- Why do nonprofits use similar marketing strategies to those used by for-profit businesses?

Task 111
Describe strategies for a nonprofit to create awareness, support, and revenue.

Definition
Description should include

- developing relationships with businesses, donors, patrons, and media
- growing the membership base
- building an online and offline presence
- using direct mail
- planning events, both virtual and in-person
- using social media and/or influencers.

Process/Skill Questions
- Why is it important to have software to manage the data about volunteers, members, and donors?
- How have nonprofits adapted their events from in person to virtual?
• How do nonprofits use influencers to create awareness and raising funds?
• How do nonprofits involve celebrities and for-profit businesses to create awareness and raise funds?

**National MBAResearch - Marketing**

Develop marketing strategies to guide marketing tactics.

Employ marketing-information to plan marketing activities.

**Task 112 (optional)**

**Develop a marketing strategy for a nonprofit business.**

**Definition**

Development should include

• database/customer relationship management (CRM) development
• stakeholder identification (e.g., volunteers, donors, members, spokespeople)
• goal-setting
• fundraising (time, money, volunteers, contacts/third-party partnerships)
• ways of selling via special events
• promotion/education about the cause.

**Process/Skill Questions**

• How do nonprofits identify their stakeholders?
• How do nonprofits use social media to reach their stakeholders and meet their goals?
• How does event marketing tie into nonprofit marketing strategy?
• Why do nonprofits try to involve influencers and for-profits in their causes?
• Why is it important to have someone managing all the data for donors, volunteers, and members?

**National MBAResearch Standards – Marketing**

Develop marketing strategies to guide marketing tactics.

Select target market appropriate for product/business to obtain the best return on marketing investment (ROMI).

**Budgeting Marketing Efforts**

**Task 113**

**Describe types, purposes, and uses of budgets.**

**Definition**

Description should include
• a delineation of the major types of budgets and their uses in business decision-making and in obtaining financing (internal vs. external)
• a commentary on the uses of these tools in business decision-making and in obtaining financing (internal and external)
• definitions of the following terms
  o budget
  o balance sheet
  o income statement
  o asset
  o liability
  o owner’s equity
  o income
  o cost of goods
  o expenses
  o gross profit
  o net profit
  o zero-based budgeting
  o free-on-board (FOB) port
  o cash flow
  o audit
  o return-on-investment (ROI).

Process/Skill Questions
• Who might have input into the budget-preparation process?
• Why is it important for a firm to use a budget?
• How are budgets used by marketing managers?
• What is the role of forecasting in the budget process?
• Why should budgets be revisited on a regular basis?
• How should unexpected costs be factored into the budget?

National MBAResearch Standards – Business Administration
Manage financial resources to ensure solvency.

Task 114
Relate the financial statement to the budgeting process.

Definition
Relation should include relating the definition and purpose of each element in a financial statement. It should also explain the significance of each of the following:

• Total assets are greater than total liabilities.
• Gross profit is positive vs. negative.
• Net profit is positive vs. negative.
• Currency transfer rates for multinational companies
• Operating expenses
• Depreciation

**Process/Skill Questions**
• How might the interpretation of a financial statement affect marketing mix decisions?
• How might the interpretation of a financial statement affect product and/or service mix decisions?
• How are financial statements used in the budgeting process?
• How do financial statements help a company prepare tax returns?
• How are financial statements used by marketing managers?
• Who within an organization needs access to financial statements and why?

**National MBA Research Standards – Business Administration**
Manage financial resources to ensure solvency.

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

**Task 115**
**Describe how the use of a budget affects marketing and planning.**
**Definition**
Description should include how the level of profit and ROI affect marketing mix decisions.

**Process/Skill Questions**
• How does the budgetary process affect marketing mix decisions?
• Why is the budgetary process important in the strategic planning process?
• How does the budgetary process affect product and/or service mix decisions?

**National MBA Research Standards – Business Administration**
Analyze financial needs and goals to determine financial requirements.

**National MBA Research Standards – Marketing**
Assess marketing strategies to improve return on marketing investment (ROMI).

**Task 116**
**Make operating decisions, using a budget.**
**Definition**
Making operating decisions should involve interpreting budget elements to determine the best action(s) to take in sample business situations.
Process/Skill Questions
• How does staff time factor into marketing budget decisions?
• What would be the effect of selective operating costs on the marketing mix?
• How is the break-even point for a specific marketing program determined?
• How does the break-even point for a specific marketing program affect product and/or service mix decisions?

National MBAResearch Standards – Business Administration
Manage financial resources to ensure solvency.

Examining the Organizational Structure

Task 117
Describe the major functions of a human resources department.

Definition
Description should include

- recruitment
- orientation
- safety
- employee relations
- compensation and benefits
- compliance
- training and development.

Process/Skill Questions
• What does a human resources department do in an organization?
• What are benefits of having a human resources department?
• Why is an effective employee orientation important to the success of a business?
• What topics should be covered during an employee orientation session?

National MBAResearch Standards – Business Administration
Understand the role and function of human resources management to obtain a foundational knowledge of its nature and scope.

Task 118
Identify the elements and importance of a strategic staffing plan.

Definition
Identification should include reasons for the importance of a strategic staffing plan and a list of its elements, such as

- establishing a need for personnel
- determining qualifications
- recruiting personnel
- processing personnel.

**Process/Skill Questions**

- What is a strategic staffing plan? How can it benefit the managers of a company? How can it benefit the employees of the company?
- What benefits can result from internal promotion?
- When is it important to look outside of the company rather than hiring from within?
- What are the benefits of job specifications?

**National MBAResearch Standards – Business Administration**

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

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

**Task 119**

**Identify the elements and importance of an employee evaluation.**

**Definition**

Identification should address the importance of employee evaluation and its elements, such as

- specification of required job skills with descriptions of performance level and regular evaluation conferences, both formal and informal
- employee rights with respect to performance, treatment, wages, and benefits.

**Process/Skill Questions**

- What should an employee evaluation contain?
- How does a company benefit when employees are satisfied with the evaluation system?
- What are the outcomes of a timely and systematic evaluation system?
- What is a 360-degree evaluation?
- Why is it important to evaluate employee performance? How often should employee performance evaluation take place?

**National MBAResearch Standards – Business Administration**

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

**Task 120 (optional)**
Evaluate job performance.

**Definition**
Evaluation should include

- attendance
- attitude
- time management
- honesty
- willingness to accept responsibility
- adhering to ethical standards.

**Process/Skill Questions**
- What are the benefits in conducting a self-evaluation?
- Why is it important to focus on the behaviors of the employee when conducting an evaluation?
- How can an employee benefit from negative feedback?

National MBA Research Standards – Business Administration
Manage staff growth and development to increase productivity and employee satisfaction.

**Task 121**
Explain the concept and methods of employee motivation.

**Definition**
Explanation should include

- a statement of the meaning of *employee motivation*
- examples of motivational strategies (e.g., pay bonuses, conference travel, time off, awards, compensatory time)
- explanation should incorporate the basic motivational theories of Maslow, Mayo, and Gellerman.

**Process/Skill Questions**
- What is the difference between internal motivation and external motivation?
- What is the difference between intrinsic and extrinsic rewards?
- Why should managers understand motivational theories?
- Why are the concepts of fair vs. equal considered when determining salary?
- What motivational techniques may be used to improve employee performance? How might a manager determine which motivational technique is most appropriate for a certain situation?
- What is Maslow’s hierarchy of needs? What are examples of two employee benefits for each need?
Task 122
Describe employee retention and termination.

Definition
Description should include

- retention strategies
  - enhanced insurance packages
  - employer contributions to retirement savings
  - educational and professional development opportunities
  - bonuses and raises
  - employee stock ownership plans
  - childcare or eldercare assistance
  - alternative (e.g., flexible, remote) work schedules
  - paid time off
- termination strategies
  - maintain current documentation of employee’s performance
  - consult with higher management
  - review employee’s personnel file
  - organize and prepare script and resources for the exit interview
  - determine any items the employee must return to the company and any passwords that must be changed upon termination
  - prepare the termination letter
  - consult legal counsel as needed
  - invite a witness to sit in on the exit interview
  - document the exchange.

Process/Skill Questions
- Why is it important to have an employee retention plan?
- How does professional development support employee retention and improve productivity for the company?
- How do childcare programs improve employee attendance, productivity, loyalty, and retention?
- How is money spent on employee retention actually an investment?
- How should one evaluate an employee retention plan?
- What is the purpose of an exit interview?
Task 123
Evaluate an employee handbook.
Definition
Evaluation should include an analysis of a sample employee handbook that includes the company’s

- mission and objectives
- human relations policies
- job performance guidelines

and other information needed by employees.

Process/Skill Questions
- What should an employee handbook contain?
- How can an employee handbook be used to build company culture?
- How might an employee handbook be misinterpreted?
- What laws must be followed when creating an employee handbook?

National MBAResearch Standards – Business Administration
Implement organizational skills to facilitate others’ work efforts.
Understand human-resource laws and regulations to facilitate business operations.

Task 124
Explain the influence of company culture on the overall marketing strategy.
Definition
Explanation should include a definition of company culture and how the cultural background, experiences, education, and other characteristics of a business’s employees can affect the company culture.

Explanation should also include how the established company culture may affect hiring, recruiting, and termination decisions.

Process/Skill Questions
- Who is responsible for clearly communicating company culture?
- What are some methods for expressing company culture?
- How does company culture influence the marketing message?
- What are some elements of a company’s culture that may not be formally documented?

National MBAResearch Standards – Marketing
Develop marketing strategies to guide marketing tactics.
Task 125
Describe methods and strategies for managing change in an organization.

Definition
Description should include

- how companies adapt to change in the marketplace
- how companies implement and communicate change, such as
  - changes in leadership and organization, including downsizing
  - changes in name, brand, and/or image
  - changes in product development such as new product lines and existing product modification
  - changes in facility location.

Process/Skill Questions

- What are examples of changes in the marketplace to which a company might have to adapt?
- Why might a company decide to change its name?
- What are some recent examples of companies implementing changes to established brands?
- What are some reasons a company might decide to relocate to a different facility?
- How can changes made in an organization potentially affect the customer in a positive way and in a negative way?

National MBAResearch Standards – Business Administration
Control an organization’s or department’s activities to encourage growth and development.

Preparing for Certification

Task 126
Describe the process and requirements for obtaining industry certifications related to the Marketing Management course.

Definition
The description should include a list of industry certifications related to the Marketing Management course and the process and requirements for obtaining the certifications from

- official websites of the testing organization or vendor
• materials from publishers that have developed practice materials and tests based on information from the testing organization or vendor
• information from certified instructors or industry-certified professionals
• information in the “Course Description” section of this document.

Process/Skill Questions
• What are some advantages to obtaining an industry credential?
• What are some credentials or certificates that are available in a field or career that you are interested in?

National MBAResearch Standards – Business Administration
Participate in career planning to enhance job-success potential.

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

Task 127
Identify testing skills and strategies.
Definition
The identification of testing skills and strategies should be undertaken by
• conducting an Internet research project
• reviewing materials from publishers
• interviewing certified instructors and/or industry-certified professionals.

Process/Skill Questions
• What tools are available to help prepare for a credential or exam?
• What test-taking strategies may be useful?

National MBAResearch Standards – Business Administration
Participate in career planning to enhance job-success potential.

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

Task 128
Demonstrate the ability to successfully complete selected practice examinations.
Definition
Demonstration should include obtaining and successfully completing practice examinations for selected certifications related to the course obtained from vendor sites and/or materials from publishers.
**National MBAResearch Standards – Business Administration**
Participate in career planning to enhance job-success potential.

**Task 129 (optional)**

**Successfully complete an industry certification test representative of skills learned in Marketing Management.**

**Definition**
The successful completion of an industry certification exam representative of the skills learned in this course (e.g., College Level Examination Program [CLEP], Principles of Marketing CLEP, Customer Service and Sales Certification, Business of Retail: Profit and Operations Retail Management Certification) will be achieved when the student applicant earns an examination score deemed “passing” by the testing organization. Qualifying examinations are those currently approved at the state level as representative of Marketing Management skills.

Students should be encouraged to attain industry certification as evidence of their computer application skill level and general employability.

**National MBAResearch Standards – Business Administration**
Participate in career planning to enhance job-success potential.

**Developing a Career**

**Task 130**

**Explain the difference between a job and a career.**

**Definition**
Explanation should include that

- a job is often obtained for the short term and for the sole purpose of income or experience, sometimes with little consideration of its place in the worker’s long-term plan
- a career is made up of a series of increasingly advanced, related jobs and may require specific education and/or training.

**Process/Skill Questions**
- How might a part-time job help to prepare a high school student for college and/or a career?
- What is the value of work-based learning programs?
- When does work become not just a job but a career?
- Why is career planning a lifelong process? Why is it important?
- What are the benefits of changing industries and/or careers?
Task 131
Explain the importance of adaptability in developing a career.

Definition
Explanation should emphasize the importance of adaptability to the success of any professional in that it is a key characteristic to possess to respond to change and overcome adversity in the work environment.

Process/Skill Questions
- When have you had to exercise adaptability in a personal, school, or work situation?
- What are the consequences of not being adaptable?
- What is procrastination, how could it affect an employee, and how can it be managed?

Task 132
Research career trends and opportunities in marketing management.

Definition
Research should include career trends in the field of marketing management, the preparation required for each career, the career pathway, and opportunities for advancement.

Many websites offer career resources, including the Virginia Education Wizard and the U.S. Bureau of Labor Statistics.

Process/Skill Questions
- How might international markets affect career opportunities in marketing management?
- What is the outlook for marketing management careers?
- What resources are available to research and identify marketing management career trends and opportunities?
- What is an individual career plan, and how is it developed?
- What are some career opportunities in marketing management?

National MBA Research Standards – Business Administration
Participate in career planning to enhance job-success potential.

Task 133
Explore postsecondary training and educational opportunities.

Definition
Exploration should include types of postsecondary training, education, and on-the-job experience in marketing management, to include
• two-year, four-year, and postgraduate degree programs
• continuing educational opportunities, such as management training seminars and courses sponsored by institutions of higher education and professional associations and online courses
• attendance at professional conferences.

Process/Skill Questions
• How can education affect one’s level of employment?
• How does experience affect one’s level of employment?
• How do second and third language skills broaden opportunities for employment?
• What are some ways to gain experience, even if a person cannot find a job?

National MBAResearch Standards – Marketing
Participate in career planning to enhance job-success potential.

Task 134
Create or update résumé and a cover letter.
Definition
Creating or updating a résumé and cover letter should include

• analyzing the type of job(s) desired
• determining which personal skills, aptitudes, former jobs, and other experiences are most related to the desired job
• determining the appropriate résumé and business letter style
• gathering and updating necessary and relevant information
• proofreading and making corrections.

Electronic résumés should follow additional criteria related to the electronic transmittal of such information (e.g., ensure security of personal data, include keywords to enhance hits).

Creating or updating a cover letter should include the following steps:
• Gather any information that is new (e.g., a new skill or telephone number) or has otherwise changed from the information in the existing cover letter (e.g., applying for a different type of job or to a different company).
• Determine an approach for retailoring the letter to fit the specific employer and job for which you are now applying.
• Draft all required components of letter, including salutation, body, complimentary closing, signature, and enclosure notation.
• Present data in a professional letter format.
• Create a version that is optimized for online posting and submission.
• Edit and proofread the letter.
• Proofread the letter again.

Process/Skill Questions
• What extracurricular and co-curricular activities reflect leadership skills that might be included in a résumé?
• How often should one update a résumé?
• What is the difference between the traditional résumé and a curriculum vitae?
• What are the benefits and risks of posting one’s résumé online?
• What is the purpose of the cover letter?
• What is an employer looking for in an applicants’ cover letter?
• How is a cover letter different from a résumé?
• Why is it important to update a cover letter for each job application?
• How does a cover letter serve as a first impression?

National MBAResearch Standards – Business Administration
Implement job-seeking skills to obtain employment.

Task 135
Explain how to prepare for an interview.
Definition
Explanation should include
• research the company and position
• prepare answers to potential questions
• prepare questions for the interviewer
• select appropriate dress
• conceal piercings or tattoos, as appropriate
• provide for reliable transportation
• plan to arrive 15 minutes early.

Process/Skill Questions
• What potential employment barriers exist?
• What is appropriate Internet etiquette? How does it affect employment?
• What is a mock interview, and why is it important?
• What are some commonly asked interview questions?
• How can nonverbal communication affect an interview?
• How is the interview a two-sided process?
• What are some ways to stand out in an interview?
• How might the preparation differ between an in-person interview and a virtual or phone interview?
• What questions should one prepare to ask the interviewer that would demonstrate a genuine interest in the position?
• What should an applicant do after the interview?
Implement job-seeking skills to obtain employment.

Task 136
Practice interview techniques for a variety of situations.
**Definition**
Practice should include conducting oneself in a professional manner while role-playing interview situations (e.g., greeting the interviewer, answering questions, asking questions, thanking the interviewer).

**Process/Skill Questions**
- What resources are available to explore job search and interview techniques on the Internet?
- How can a “tell me about a time when” question reveal more about a candidate than a “what would you do if” question?
- What personal experiences might be communicated in an interview to demonstrate leadership ability?
- What types of workplace scenarios might an interviewer ask potential employees to analyze?
- How should one handle personal questions that are not relevant to the job?

National MBA Research Standards – Business Administration
Implement job-seeking skills to obtain employment.

Task 137
Explain the importance of continuing personal and professional development.
**Definition**
Explanation should include
- a description of professional development options (e.g., workshops, courses, conferences, Web-based tutorials) and a
- a commentary on the benefits of continuing professional development to the employee and the employer
- an explanation of the role of professional/trade organizations in career development.

**Process/Skill Questions**
- How can membership in a service organization help promote career growth?
- How can an employee benefit from participating in professional development?
- How can an employee’s participation in professional development benefit the company at large?

National MBA Research Standards – Business Administration
Participate in career planning to enhance job-success potential.

Task 138

**Explain the benefits of a professional online presence.**

**Definition**

Explanation should include an online presence that reflects the following:

- Professional references and recommendations
- Connections provided by networking groups
- Participation in professional organizations
- Clearances, certifications, and/or licenses
- Volunteer responsibilities
- Experiences relevant to the professional industry

**Process/Skill Questions**

- What are currently the most popular social media sites? What is the purpose of each?
- What steps can be taken to improve or clean up an online presence?

**National MBAResearch Standards – Business Administration**

Implement job-seeking skills to obtain employment.

Use social media to communicate with a business’s stakeholders.
# SOL Correlation by Task

<table>
<thead>
<tr>
<th>Task No.</th>
<th>Task</th>
<th>SOL Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Providing an Overview of Marketing</td>
<td></td>
</tr>
<tr>
<td>39</td>
<td>Define <em>marketing</em> and <em>marketing management</em>.</td>
<td>English: 11.3, 12.3</td>
</tr>
<tr>
<td>40</td>
<td>Explain the value of marketing and its effects on society.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>History and Social Sciences:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>VUS 8, 14</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Govt 9, 14, 15</td>
</tr>
<tr>
<td>41</td>
<td>Trace the history of marketing.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>History and Social Sciences:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>VUS 8, 14</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Govt 9, 14, 15</td>
</tr>
<tr>
<td>42</td>
<td>Explain the historical development of the marketing concept.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>History and Social Sciences:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>VUS 8, 14</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Govt 9, 14, 15</td>
</tr>
<tr>
<td>43</td>
<td>Explain the marketing concept.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>History and Social Sciences:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>VUS 8, 14</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Govt 9, 14, 15</td>
</tr>
<tr>
<td>44</td>
<td>Examine marketing trends from the past three to five years.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>History and Social Sciences:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>VUS 8, 14</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Govt 9, 14, 15</td>
</tr>
<tr>
<td>45</td>
<td>Define terms related to marketing information.</td>
<td>English: 11.3, 11.5, 12.3, 12.5</td>
</tr>
<tr>
<td>46</td>
<td>Define marketing success.</td>
<td>English: 11.3, 11.5, 12.3, 12.5</td>
</tr>
<tr>
<td></td>
<td>Examining Ethics</td>
<td></td>
</tr>
<tr>
<td>47</td>
<td>Explain the basic principles of business ethics and their importance.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>History and Social Sciences:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>VUS 8, 14</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Govt 9, 14, 15</td>
</tr>
<tr>
<td>48</td>
<td>Explain the basic principles of personal ethics and their importance.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>Task No.</td>
<td>Task</td>
<td>SOL Correlations</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>History and Social Sciences: VUS 8, 14; Govt 9, 14, 15</td>
</tr>
<tr>
<td>49</td>
<td>Explain elements of ethical decision-making.</td>
<td>English: 11.3, 11.5, 12.3, 12.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>History and Social Sciences: VUS 8, 14; Govt 9, 14, 15</td>
</tr>
<tr>
<td></td>
<td>Examining the Economic Environment of Marketing</td>
<td></td>
</tr>
<tr>
<td>50</td>
<td>Identify the basic philosophy and characteristics of a free enterprise system.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>History and Social Sciences: VUS 8, 14; Govt 9, 14, 15</td>
</tr>
<tr>
<td>51</td>
<td>Compare the role of marketing in a free enterprise system to its role in other economic systems.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>History and Social Sciences: VUS 8, 14; Govt 9, 14, 15</td>
</tr>
<tr>
<td></td>
<td>Marketing Applications in Digital Marketing</td>
<td></td>
</tr>
<tr>
<td>52</td>
<td>Describe uses of social media networks in marketing communication.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>History and Social Sciences: VUS 8, 14; Govt 9, 14, 15</td>
</tr>
<tr>
<td>53</td>
<td>Describe digital marketing.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>History and Social Sciences: VUS 8, 14; Govt 9, 14, 15</td>
</tr>
<tr>
<td>54</td>
<td>Describe elements of a digital marketing presence.</td>
<td>English: 11.2, 11.5, 12.2, 12.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>History and Social Sciences: VUS 8, 14; Govt 9, 14, 15</td>
</tr>
<tr>
<td>55</td>
<td>Compare marketing products and/or services on the Internet with marketing in a brick-and-mortar business.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>History and Social Sciences: VUS 8, 14; Govt 9, 14, 15</td>
</tr>
<tr>
<td>56</td>
<td>Identify methods for managing a digital reputation in a business and personal environment.</td>
<td>English: 11.5, 11.8, 12.5, 12.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>History and Social Sciences: VUS 8, 14; Govt 9, 14, 15</td>
</tr>
<tr>
<td></td>
<td>Exploring Concepts of Branding</td>
<td></td>
</tr>
<tr>
<td>57</td>
<td>Explain the concepts of brand and branding.</td>
<td>English: 11.3, 11.5, 12.3, 12.5</td>
</tr>
<tr>
<td>Task No.</td>
<td>Task</td>
<td>SOL Correlations</td>
</tr>
<tr>
<td>---------</td>
<td>----------------------------------------------------------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>58</td>
<td>Describe the importance of branding and value propositions in marketing.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>59</td>
<td>Explain the difference between brand name and brand.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>60</td>
<td>Explain the use of national brand and private-label brand names in marketing.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>61</td>
<td>Explain the concept of positioning.</td>
<td>English: 11.3, 11.5, 12.3, 12.5</td>
</tr>
<tr>
<td>62</td>
<td>Develop a new positioning plan or a rationale for maintaining the existing positioning plan for an existing product or service.</td>
<td>English: 11.5, 12.5</td>
</tr>
</tbody>
</table>

**Developing the Marketing Strategy**

<table>
<thead>
<tr>
<th>Task No.</th>
<th>Task</th>
<th>SOL Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td>63</td>
<td>Explain the importance of a comprehensive marketing strategy.</td>
<td>English: 11.3, 11.5, 12.3, 12.5</td>
</tr>
<tr>
<td>64</td>
<td>Examine the elements of a marketing plan for products and services.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>65</td>
<td>Conduct a strengths, weaknesses, opportunities, threats (SWOT) analysis to analyze the effects of competition on a given product and/or service.</td>
<td>English: 11.3, 11.5, 12.3, 12.5</td>
</tr>
<tr>
<td>66</td>
<td>Explain company image and its importance.</td>
<td>English: 11.3, 11.5, 12.3, 12.5</td>
</tr>
<tr>
<td>67</td>
<td>Explain the critical importance of customer service and its relationship to internal and external marketing.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>68</td>
<td>Explain the purposes of measuring outcomes.</td>
<td>English: 11.3, 11.5, 12.3, 12.5</td>
</tr>
<tr>
<td>69</td>
<td>Develop an action plan.</td>
<td>English: 11.3, 11.5, 12.3, 12.5</td>
</tr>
</tbody>
</table>

**Understanding Product and Service Marketing**

<table>
<thead>
<tr>
<th>Task No.</th>
<th>Task</th>
<th>SOL Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td>70</td>
<td>Explain product, service, and the product and/or service mix.</td>
<td>English: 11.3, 11.5, 12.3, 12.5</td>
</tr>
<tr>
<td>71</td>
<td>Describe the process of new product planning.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>72</td>
<td>Describe types of product-mix strategies.</td>
<td>English: 11.5, 12.5</td>
</tr>
</tbody>
</table>

**Examining Business-to-Business (B2B) Markets**

<table>
<thead>
<tr>
<th>Task No.</th>
<th>Task</th>
<th>SOL Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td>74</td>
<td>Identify a marketing strategy for a B2B.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>Task No.</td>
<td>Task</td>
<td>SOL Correlations</td>
</tr>
<tr>
<td>---------</td>
<td>----------------------------------------------------------------------</td>
<td>-----------------------------------</td>
</tr>
<tr>
<td><strong>Exploring Marketing Research and Segmentation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>75</td>
<td>Explain the purpose of marketing research.</td>
<td>English: 11.3, 11.5, 12.3, 12.5</td>
</tr>
<tr>
<td>76</td>
<td>Analyze the importance of using marketing research in marketing decision making.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>77</td>
<td>Determine the target market and competition for selected products and/or services.</td>
<td>English: 11.3, 11.5, 12.3, 12.5</td>
</tr>
<tr>
<td>78</td>
<td>Explain the importance of market share.</td>
<td>English: 11.3, 11.5, 12.3, 12.5</td>
</tr>
<tr>
<td>79</td>
<td>Conduct secondary data research.</td>
<td>English: 11.3, 11.5, 11.8, 12.3, 12.5, 12.8, 12.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mathematics: PS.8*, PS.9*, PS.10*</td>
</tr>
<tr>
<td>80</td>
<td>Conduct primary data research.</td>
<td>English: 11.5, 11.8, 12.5, 12.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mathematics: PS.9*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Science: BIO.1, CH.1</td>
</tr>
<tr>
<td>81 (optional)</td>
<td>Present marketing research findings in a written and an oral report.</td>
<td>English: 11.1, 11.5, 12.1, 12.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mathematics: PS.1*, PS.2*, PS.3*, PS.4*, PS.7*, PS.8*, PS.9*, PS.10*</td>
</tr>
<tr>
<td><strong>Managing Communication in Marketing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>82</td>
<td>Analyze the role of communication within an organization.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>83</td>
<td>Explain the importance of alliances and networking with other organizations.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>84</td>
<td>Describe the role of public relations.</td>
<td>English: 11.3, 11.5, 12.3, 12.5</td>
</tr>
<tr>
<td>85</td>
<td>Analyze marketing media.</td>
<td>English: 11.3, 11.5, 12.3, 12.5</td>
</tr>
<tr>
<td>86</td>
<td>Describe the relationship between marketing and operations.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td><strong>Investigating the Product and/or Service Life Cycle</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>87</td>
<td>Describe the stages in the product and/or service life cycle.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>88</td>
<td>Identify strategies for using the product and/or service life cycle.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>Task No.</td>
<td>Task</td>
<td>SOL Correlations</td>
</tr>
<tr>
<td>---------</td>
<td>----------------------------------------------------------------------</td>
<td>------------------------------------------------</td>
</tr>
<tr>
<td>89</td>
<td>Apply marketing core standards to the development, production, and marketing of a new product and/or service.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td></td>
<td><strong>Pricing Products and Services</strong></td>
<td></td>
</tr>
<tr>
<td>90</td>
<td>Analyze the factors that influence pricing.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>91</td>
<td>Determine pricing objectives and strategies.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>92</td>
<td>Explain key factors in determining the selling price for a good or service.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>93</td>
<td>Describe the legal responsibilities in pricing.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td></td>
<td>History and Social Sciences: Govt 9, 14, 15</td>
<td></td>
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<tr>
<td></td>
<td><strong>Managing Promotion</strong></td>
<td></td>
</tr>
<tr>
<td>94</td>
<td>Describe types of sales and marketing promotions.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td></td>
<td>History and Social Sciences: VUS 8, 14; Govt 9, 14, 15</td>
<td></td>
</tr>
<tr>
<td>95</td>
<td>Explain factors that affect the promotional mix.</td>
<td>English: 11.3, 11.5, 12.3, 12.5</td>
</tr>
<tr>
<td>96 (optional)</td>
<td>Develop a promotional plan for a specific product or service.</td>
<td>English: 11.3, 11.5, 12.3, 12.5</td>
</tr>
<tr>
<td></td>
<td><strong>Managing Distribution and Inventory</strong></td>
<td></td>
</tr>
<tr>
<td>97</td>
<td>Explain channels of distribution for consumer and industrial products and services.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>98</td>
<td>Determine physical distribution and storage methods for a variety of products.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>99</td>
<td>Trace the channels of distribution for a selected product and service.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>100</td>
<td>Explain inventory control systems.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>101</td>
<td>Compare various inventory systems.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>102</td>
<td>Explain the stock-handling process.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>103</td>
<td>Explain the importance of managing productivity and inventory control accuracy.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>Task No.</td>
<td>Task</td>
<td>SOL Correlations</td>
</tr>
<tr>
<td>---------</td>
<td>----------------------------------------------------------------------</td>
<td>--------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td><strong>Marketing Products and Services Internationally</strong></td>
<td></td>
</tr>
<tr>
<td>104</td>
<td>Explain how sales forecasting and inventory turnover affect each other.</td>
<td>English: 11.3, 11.5, 12.3, 12.5</td>
</tr>
<tr>
<td>105</td>
<td>Explain how distribution and inventory control have evolved as a result of technology.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>History and Social Sciences: VUS 8, 14; Govt 9, 14, 15</td>
</tr>
<tr>
<td>106</td>
<td>Explain the nature and importance of international marketing.</td>
<td>English: 11.3, 11.5, 12.3, 12.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>History and Social Sciences: VUS 8, 14; Govt 9, 14, 15</td>
</tr>
<tr>
<td>107</td>
<td>Identify the advantages and barriers to international marketing.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>History and Social Sciences: VUS 8, 14; Govt 9, 14, 15</td>
</tr>
<tr>
<td>108</td>
<td>Identify cultural differences and their effect on international marketing.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>History and Social Sciences: VUS 8, 14; Govt 9, 14, 15</td>
</tr>
<tr>
<td>109</td>
<td>Develop an international marketing strategy for a specific product or service.</td>
<td>English: 11.1, 11.5, 12.1, 12.5</td>
</tr>
<tr>
<td></td>
<td>(optional)</td>
<td>History and Social Sciences: VUS 8, 14; Govt 9, 14, 15</td>
</tr>
<tr>
<td></td>
<td><strong>Examining Nonprofit Marketing</strong></td>
<td></td>
</tr>
<tr>
<td>110</td>
<td>Differentiate between nonprofit versus for-profit marketing.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>111</td>
<td>Describe strategies for a nonprofit to create awareness, support, and revenue.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>112</td>
<td>Develop a marketing strategy for a nonprofit business.</td>
<td>English: 11.1, 11.5, 12.1, 12.5</td>
</tr>
<tr>
<td></td>
<td>(optional)</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Budgeting Marketing Efforts</strong></td>
<td></td>
</tr>
<tr>
<td>113</td>
<td>Describe types, purposes, and uses of budgets.</td>
<td>English: 11.3, 11.5, 12.3, 12.5</td>
</tr>
<tr>
<td>114</td>
<td>Relate the financial statement to the budgeting process.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>115</td>
<td>Describe how the use of a budget affects marketing and planning.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>Task No.</td>
<td>Task</td>
<td>SOL Correlations</td>
</tr>
<tr>
<td>---------</td>
<td>----------------------------------------------------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>116</td>
<td>Make operating decisions, using a budget.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td></td>
<td><strong>Examining the Organizational Structure</strong></td>
<td></td>
</tr>
<tr>
<td>117</td>
<td>Describe the major functions of a human resources department.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>118</td>
<td>Identify the elements and importance of a strategic staffing plan.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>119</td>
<td>Identify the elements and importance of an employee evaluation.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>120 (optional)</td>
<td>Evaluate job performance.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>121</td>
<td>Explain the concept and methods of employee motivation.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>122</td>
<td>Describe employee retention and termination.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>123</td>
<td>Evaluate an employee handbook.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>124</td>
<td>Explain the influence of company culture on the overall marketing strategy.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>125</td>
<td>Describe methods and strategies for managing change in an organization.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td></td>
<td><strong>Preparing for Certification</strong></td>
<td></td>
</tr>
<tr>
<td>126</td>
<td>Describe the process and requirements for obtaining industry certifications related to the Marketing Management course.</td>
<td>English: 11.5, 11.6, 12.5, 12.6</td>
</tr>
<tr>
<td>127</td>
<td>Identify testing skills and strategies.</td>
<td>English: 11.1, 11.5, 12.1, 12.5</td>
</tr>
<tr>
<td>128</td>
<td>Demonstrate the ability to successfully complete selected practice examinations.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>129 (optional)</td>
<td>Successfully complete an industry certification test representative of skills learned in Marketing Management.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td></td>
<td><strong>Developing a Career</strong></td>
<td></td>
</tr>
<tr>
<td>130</td>
<td>Explain the difference between a job and a career.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>131</td>
<td>Explain the importance of adaptability in developing a career.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>132</td>
<td>Research career trends and opportunities in marketing management.</td>
<td>English: 11.5, 11.8, 12.5, 12.8</td>
</tr>
<tr>
<td>Task No.</td>
<td>Task</td>
<td>SOL Correlations</td>
</tr>
<tr>
<td>---------</td>
<td>----------------------------------------------------------------------</td>
<td>-----------------------------------</td>
</tr>
<tr>
<td>133</td>
<td>Explore postsecondary training and educational opportunities.</td>
<td>English: 11.5, 11.8, 12.5, 12.8</td>
</tr>
<tr>
<td>134</td>
<td>Create or update résumé and a cover letter.</td>
<td>English: 11.5, 11.6, 11.7, 12.5, 12.6, 12.7</td>
</tr>
<tr>
<td>135</td>
<td>Explain how to prepare for an interview.</td>
<td>English: 11.1, 11.5, 12.1, 12.5</td>
</tr>
<tr>
<td>136</td>
<td>Practice interview techniques for a variety of situations.</td>
<td>English: 11.1, 11.5, 12.1, 12.5</td>
</tr>
<tr>
<td>137</td>
<td>Explain the importance of continuing personal and professional development.</td>
<td>English: 11.5, 12.5</td>
</tr>
<tr>
<td>138</td>
<td>Explain the benefits of a professional online presence.</td>
<td>English: 11.1, 11.5, 11.6, 11.7, 11.8, 12.1, 12.5, 12.6, 12.7, 12.8</td>
</tr>
</tbody>
</table>
Teaching Resources
The following resources are arranged by Marketing Management duty area heading.

Providing an Overview of Marketing
- Starting a Business, U.S. Small Business Administration

Examining Ethics
- Writing Your Moral Code, Career and Technical Education Consortium of States

Examining the Economic Environment of Marketing
- EconEdLink, National Council on Economic Education
  (https://www.econedlink.org/resources/?resources%2F&type%5B%5D=11)
- Virginia Council on Economic Education (http://www.vcee.org)

Exploring Marketing Research and Segmentation
- Market Research and Competitive Analysis, U.S. Small Business Administration
  (https://www.sba.gov/content/do-your-market-research)
- Write Your Business Plan, U.S. Small Business Administration

Managing Communication in Marketing

Investigating the Product and/or Service Life Cycle
- Lesson Plan: Growth of an Industry, Canadian Broadcasting Corporation (CBC)
- Lesson Plan: Product Life Cycle, PBS Learning Media

Pricing Products and Services
- Lesson Plan: Break-Even Analysis, National Council on Economic Education
  (https://www.econedlink.org/resources/break-even-analysis/)
  (https://www.econedlink.org/resources/what-does-a-dollar-really-buy/)

Managing Distribution and Inventory

**Marketing Products and Services Internationally**
- The World Factbook, U.S. Central Intelligence Agency (https://www.cia.gov/the-world-factbook/)

**Budgeting Marketing Efforts**

**Examining the Organizational Structure**
- Understanding Conflict in the Workplace by Julie Gatlin, Allen Wysocki, and Karl Kepner, University of Florida Extension (http://edis.ifas.ufl.edu/HR024)

**Developing a Career**
- Summary Report for Marketing Managers, O*NET OnLine (http://online.onetcenter.org/link/summary/11-2021.00)
- Women-Owned Businesses, U.S. Small Business Administration (https://www.sba.gov/content/women-owned-businesses)

**Case Studies and Additional Resources**
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.

For additional information about the student organization, contact:
DECA, Inc.
1908 Association Drive
Reston, VA 20191
phone (703) 860-5000
FAX (703) 860-4013
Online: DECA, Inc. (http://www.deca.org) and Virginia DECA (http://www.vadeca.org).

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

Career and Technical Education student organization information correlates to course content. As an integral part of the classroom curriculum, DECA’s industry-validated competitive events apply learning, connect to business and promote competition. DECA’s competitive events program is aligned to National Curriculum Standards in the career clusters of marketing, business management and administration, finance, and hospitality and tourism.

The Virginia DECA events are designed to assist students in the preparation of potential career areas within Marketing, Management, Finance, and Hospitality. DECA members currently affiliated at the state and national level are encouraged to take part in competitive events by beginning competition at the district level.

There are a variety of competitive events that students can participate in but this is a decision that should be made between the student and instructor depending upon the student’s career interest and path *. Refer to the Chapter Management Guide at http://vadeca.org for further details of Virginia events.

Please use the model below provided by DECA Inc. to guide student placement in appropriate competitive events.

Suggested Grade Levels:

1. Freshman year: **Principles of Business Administration Events** are designed for first-year DECA members who are enrolled in introductory-level principles of marketing/business courses. Students were previously members of DECA are not eligible for these events.

2. Sophomore year: **Team Decision Making Events** measure students’ ability to analyze one or a combination of elements essential to the effective operation of a business in specific career area.
Business Operations Research Events provide an opportunity for participants to demonstrate knowledge and skills needed by management personnel through the preparations of a detailed written strategic plan and presentation based on the results of a research study.

3. Junior year: Prepared Presentation Events and Individual Series Events effectively measure the student’s proficiency in the knowledge and skills identified by occupational practitioners as essential to success in a given career. The student is given a description of a specific situation that measures skills, knowledge, and attitudes in a given career. Roles in these events could be content area expert, client, customer, employee, supervisor, manager, or entrepreneur.

4. Senior year: Project Management Events, Business Plans, Integrated Marketing, Professional Selling and Consulting Events, and Online Events (Stock Market Game and Virtual Business Challenge)

- **Tier 1—Business Administration Core**: Consists of 12 instructional areas each with foundational knowledge and skills common to the four career clusters that DECA supports. Performance indicators in this tier are used in the Business Administration Core exam and the four Career Cluster exams. Performance indicators in this tier are used in role-plays for Principles of Business Administration Events, case studies for Team Decision Making Events and role-plays for individual Series Events.

- **Tier 2—Career Clusters**: Each career cluster has its own set of instructional areas and knowledge and skills unique to careers within that cluster. Performance indicators in this tier are used in Career Cluster exams. Performance indicators in this tier are used in case
studies for Team Decision Making Events and role-play for Individual Series Events.

- **Tier 3—Career Pathways:** Career Clusters are then separated into career pathway, grouping similar careers together in broad based pathways representing knowledge and skills unique to the pathway. Performance indicators in this tier are not used in exams. The performance indicators in the respective pathway are used in role-plays for Individual Series Events.

- **Tier 4—Specialties:** The specialty level addresses knowledge and skills needs for each specific career within a pathway. For example, in professional selling, some job opportunities are pharmaceutical sales, real estate sales and advertising sales. Because they are so specialized, performance indicators from this tier are not used in DECA’s competitive events.

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**PERFORMANCE INDICATORS**

Performance indicators for **PRINCIPLES OF BUSINESS ADMINISTRATION** role-plays and exams will be selected from the business administration core.

Performance indicators for **TEAM DECISION MAKING** case studies and exams will be selected from the business administration core and appropriate career cluster.

Performance indicators for **INDIVIDUAL SERIES** exams will be selected from the business administration core and appropriate career cluster. Performance indicators for the role-plays will be selected from the business administration core, appropriate career cluster and appropriate pathway.

Performance indicators for the **ENTREPRENEURSHIP INDIVIDUAL SERIES EVENT** and **ENTREPRENEURSHIP TEAM DECISION MAKING EVENT** will be selected from the Entrepreneurship Performance indicator list, which comprises related knowledge and skills from the business administration core, business management and administration career cluster, finance career cluster and marketing career cluster.

Performance indicators for the exam and role-plays used for the **PERSONAL FINANCIAL LITERACY EVENT** will be selected from the National Standards in K-12 Personal Finance Education, created and maintained by the JumpStart Coalition for Personal Financial Literacy.

Performance indicators for the exams used for **INTEGRATED MARKETING CAMPAIGN EVENTS** and **PROFESSIONAL SELLING AND CONSULTING EVENTS** will be selected from the business administration core and appropriate career cluster.
DECA Competitive Events Listing

Principles of Business Administrative Events

- Principles of Business Management and Administration (PBM)
- Principles of Finance (PFN)
- Principles of Hospitality and Tourism (PHT)
- Principles of Marketing (PMR)

Individual Series Events

- Accounting Applications (ACT)
- Apparel and Accessories Marketing Series (AAM)
- Automotive Services Marketing Series (ASM)
- Business Finance Series (BFS)
- Business Services Marketing Series (BSM)
- Entrepreneurship Series (ENT)
- Food Marketing Series (FMS)
- Hotel and Lodging Management Series (HLM)
- Human Resources Management Series (HRM)
- Marketing Communications Series (MCS)
- Quick Service Restaurant Management Series (QRSM)
- Restaurant and Food Service Management Series (RFSM)
- Retail Merchandising Series (RMS)
- Sports and Entertainment Marketing Series (SEM)

Personal Financial Literacy Event

- Personal Financial Literacy (PFL)

Team Decision Making Events

- Business Law and Ethics Team Decision Making (BLTDM)
- Buying and Merchandising Team Decision Making (BTDM)
- Entrepreneurship Team Decision Making (ETDM)
- Financial Services Team Decision Making (FTDM)
- Hospitality Services Team Decision Making (HTDM)
- Marketing Management Team Decision Making (MTDM)
- Sports and Entertainment Marketing Team Decision Making (STDM)
- Travel and Tourism Team Decision Making (TTDM)

Business Operations Research Events

- Business Services Operations Research (BOR)
- Buying and Merchandising Operations Research (BMOR)
• Finance Operations Research (FOR)
• Hospitality and Tourism Operations Research (HTOR)
• Sports and Entertainment Marketing Operations Research (SEOR)

Entrepreneurship Events

• Innovation Plan (EIP)
• Start-Up Business Plan (ESB)
• Independent Business Plan (EIB)
• International Business Plan (IBP)
• Business Growth Plan (EBG)
• Franchise Business Plan (EFB)

Integrated Marketing Campaign Events

• Integrated Marketing Campaign – Event (IMCE)
• Integrated Marketing Campaign – Product (IMCP)
• Integrated Marketing Campaign – Service (IMCS)

Professional Selling and Consulting Events

• Financial Consulting (FCE)
• Hospitality and Tourism Professional Selling (HTPS)
• Professional Selling (PSE)

Project Management Events

• Business Solutions Project (PMBS)
• Career Development Project (PMCD)
• Community Awareness Project (PMCA)
• Community Giving Project (PMCG)
• Financial Literacy Project (PMFL)
• Sales Project (PMSP)

Online Events

• Stock Market Game (SMG)
• Virtual Business Challenge Accounting (VBCAC)
• Virtual Business Challenge Fashion (VBCFA)
• Virtual Business Challenge Hotel Management (VBCHM)
• Virtual Business Challenge Personal Finance (VBCPF)
• Virtual Business Challenge Restaurant (VBCRS)
• Virtual Business Challenge Retail (VBCRT)
• Virtual Business Challenge Sports (VBCSP)
Other Events

- SBE Certification

*Other events may also be relevant predicated on career interests and the synthesis of multiple tasks listed in the curriculum. Students may also opt to spend time outside of class in occupationally specific skills so that curriculum tasks may be applied to occupationally specific events.
Appendix: Credentials, Course Sequences, and Career Cluster Information

Industry Credentials: Only apply to 36-week courses

- A*S*K Fundamental Marketing Concepts Assessment
- Business of Retail: Operations & Profit Examination
- College and Work Readiness Assessment (CWRA+)
- College Level Examination Program (CLEP): Principles of Marketing
- Customer Service and Sales Certification Assessment
- National Career Readiness Certificate Assessment
- Retail Industry Fundamentals Certification Assessment
- Retail Merchandising 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.

- Digital and Social Media Marketing (8125/36 weeks)
- Entrepreneurship (9093/36 weeks)
- Entrepreneurship, Advanced (9094/36 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, 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)
Career Clusters, Pathways, and Occupations

Career Cluster: Arts, Audio/Video Technology and Communications

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Occupations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audio and Video Technology and Film</td>
<td>Producer</td>
</tr>
<tr>
<td>Journalism and Broadcasting</td>
<td>Program Director</td>
</tr>
<tr>
<td></td>
<td>Radio, TV Announcer</td>
</tr>
<tr>
<td></td>
<td>Radio, TV Reporter</td>
</tr>
<tr>
<td>Printing Technology</td>
<td>Production, Planning, Expediting Clerk</td>
</tr>
<tr>
<td>Visual Arts</td>
<td>Media Planner, Buyer</td>
</tr>
</tbody>
</table>

Career Cluster: Business Management and Administration

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Occupations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Support</td>
<td>Customer Service Representative</td>
</tr>
<tr>
<td></td>
<td>Office Manager</td>
</tr>
<tr>
<td></td>
<td>Project Manager</td>
</tr>
<tr>
<td></td>
<td>Shipping and Receiving Clerk</td>
</tr>
<tr>
<td>Business Information Management</td>
<td>Customer Service Representative</td>
</tr>
<tr>
<td></td>
<td>Market Research Analyst</td>
</tr>
<tr>
<td></td>
<td>Marketing Manager</td>
</tr>
<tr>
<td></td>
<td>Office Manager</td>
</tr>
<tr>
<td></td>
<td>Operations Research Analyst</td>
</tr>
<tr>
<td></td>
<td>Project Manager</td>
</tr>
</tbody>
</table>

Career Cluster: Marketing

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Occupations</th>
</tr>
</thead>
</table>
| Marketing Communications | Advertising Account Executive  
|                         | Advertising and Promotions Manager  
|                         | Marketing Communication Manager  
|                         | Marketing Manager  
|                         | Media Planner, Buyer  
|                         | Public Information Director  
|                         | Public Relations Manager  
|                         | Public Relations Specialist  
|                         | Sales Manager  
|                         | Trade Show Manager  
| Marketing Management | Advertising and Promotions Manager  
|                         | Brand Manager  
|                         | Chief Executive Officer  
|                         | Entrepreneur  
|                         | Franchisee  
|                         | General Manager  
|                         | Marketing Communication Manager  
|                         | Marketing Manager  
|                         | Media Planner, Buyer  
|                         | Public Information Director  
|                         | Public Relations Manager  
|                         | Retail Manager  
|                         | Shipping and Receiving Clerk  
| Marketing Research | Brand Manager  
|                         | Market Research Analyst  
|                         | Merchandising  
| Merchandising | Account Executive  
|                         | Customer Service Representative  
|                         | Merchandise Buyer  
|                         | Merchandise Displayer, Window Trimmer  
|                         | Merchandise Manager  
|                         | Merchandising Coordinator  
|                         | Operations Manager  
|                         | Retail Manager  
| Professional Sales | Account Executive  
|                         | Entrepreneur  
|                         | Human Resources Manager  
|                         | Manufacturer's Sales Representative  
|                         | Property, Real Estate, and Community Association Manager  
|                         | Sales Manager  
|                         | Salesperson  
|                         | Telemarketer  
|                         | Trade Show Manager  
<p>|</p>
<table>
<thead>
<tr>
<th>Career Cluster: Transportation, Distribution and Logistics</th>
<th>Wholesale and Manufacturing, Technical and Scientific Products Sales Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pathway</td>
<td>Occupations</td>
</tr>
<tr>
<td>Health, Safety and Environmental Management</td>
<td>Health, Safety, and Environment Manager</td>
</tr>
</tbody>
</table>
| Sales and Service | Billing Clerk  
Customer Service Representative (CSR)  
Dispatcher  
Office Manager  
Parts Salesperson  
Statement Clerk |