

**Business and Finance Technology Education Frameworks**  
**Business Management**

<b>Content Standard 1 – Business Management Functions</b> <b>Analyze the management functions and their implementation and integration within the business environment.</b>			
<b>The student will be able to:</b>	<b>Beginning</b>	<b>Intermediate</b>	<b>Advanced</b>
<b>Strand 1</b>  Analyze the planning function.	<b>Learner Expectation</b>  Identify the benefits of planning in management.  Apply the decision-making process to business management functions.	<b>Learner Expectation</b>  Apply the decision-making process to business applications.  Analyze possible outcomes of a decision.  Identify the components of a business plan.	<b>Learner Expectation</b>  Discuss the importance of vision, mission, goals and objectives setting within the context of the business environment.  Prepare and analyze a business plan.
<b>Strand 2</b>  Analyze the organizing function.	<b>Learner Expectation</b>  Explain the importance of organizing in business.  Discuss the importance of using teams when organizing a business.	<b>Learner Expectation</b>  Explain how management identifies and uses various resources in the organizing process to accomplish goals.  Explain the importance of organizing resources in business.	<b>Learner Expectation</b>  Compare and contrast the organizing function to other management functions.  Analyze emerging trends in organizational structure.
<b>Strand 3</b>  Analyze the leading function.	<b>Learner Expectation</b>  Identify leaders and discuss leadership qualities.	<b>Learner Expectation</b>  Differentiate between leading and managing.	<b>Learner Expectation</b>  Analyze management skills for leading and directing at various management levels.

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	*Discuss characteristics of effective and ineffective leaders.  Define and explain the importance of leadership.	Compare and contrast leadership styles.  Identify the leadership style most appropriate for a given situation.	Compare and contrast the leading function to the other management functions.  Identify motivation theories that impact leading (e.g., Goal-Setting Theory and Expectancy Theory)
<b>Strand 4</b>  Analyze the controlling function.	<b>Learner Expectation</b>  Explain the management functions of controlling.	<b>Learner Expectation</b>  Discuss the importance of the controlling function in the business environment.  Explain the steps in the control process.	<b>Learner Expectation</b>  Determine the controlling strategy for a given business situation.  Compare and contrast the controlling function.

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<b>Content Standard 2 – Management Theories</b> <b>Analyze management theories and their application within the business environment.</b>			
<b>The student will be able to:</b>	<b>Beginning</b>	<b>Intermediate</b>	<b>Advanced</b>
<b>Strand 1</b>  Analyze management theories.	<b>Learner Expectation</b>  Recognize that there are different management theories (e.g., Taylor, Weber, Follett and McGregor).	<b>Learner Expectation</b> Identify and discuss management theories (e.g., Taylor, Weber, Follett and McGregor).  Identify motivation theories that impact management (Maslow, Herzberg and McClelland).	<b>Learner Expectation</b> Illustrate how past and current management theories are applied in the business environment.  Identify emerging management theories and explain how they expand upon current theories.

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<b>Content Standard 3 – Business Organization</b> <b>Analyze the organization of a business.</b>			
<b>The student will be able to:</b>	<b>Beginning</b>	<b>Intermediate</b>	<b>Advanced</b>
<b>Strand 1</b>  Analyze forms of business ownership.	<b>Learner Expectation</b>  Identify variations of basic ownership forms and provide examples of the basic forms of business ownership.	<b>Learner Expectation</b>  *Compare the forms of business ownership.	<b>Learner Expectation</b>  Identify the appropriate forms of business ownership in the evolution of a business organization.
<b>Strand 2</b>  Management Levels.	<b>Learner Expectation</b>  Identify management levels.	<b>Learner Expectation</b>  Describe the interaction between, and among, management levels.	<b>Learner Expectation</b>  Analyze management levels for a specific business.  Analyze emerging trends in organization structure.
<b>Strand 3</b>  Organizational Structure.	<b>Learner Expectation</b>  Describe types of organizational structures.	<b>Learner Expectation</b>  Identify the advantages and disadvantages of organizing using teams.  Describe the effects of group dynamics on group decision making and consensus building.	<b>Learner Expectation</b>  Analyze organizational structures of various organizations.  Identify the factors that influence an organization.

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<b>Content Standard 4 – Personal Management Skills</b> <b>Develop personal management skills to function effectively and efficiently in a business environment.</b>			
<b>The student will be able to:</b>	<b>Beginning</b>	<b>Intermediate</b>	<b>Advanced</b>
<b>Strand 1</b>  Develop personal management skills to function effectively and efficiently in a business environment.	<b>Learner Expectation</b>  Explain the importance of time management.  Analyze a personal time management schedule for a given time period.	<b>Learner Expectation</b>  Evaluate and modify a time management plan as appropriate.	<b>Learner Expectation</b>  Explain how to anticipate and minimize stressors in personal and professional life.  Analyze the use of time for manager at various level of responsibility within an organization.
<b>Strand 2</b>  Communication	<b>Learner Expectation</b>  *Identify effective communication skills.	<b>Learner Expectation</b>  Describe the need for effective communication in business.	<b>Learner Expectation</b>  Identify major problems that prevent effective communication in business.
<b>Strand 3</b>  Professional Growth and Development	<b>Learner Expectation</b>  Identify the need for lifelong learning.	<b>Learner Expectation</b>  *Describe the advantages and disadvantages of networking to achieve personal goals.  Identify available resources for making professional contacts.	<b>Learner Expectation</b>  Identify avenues for professional growth.  Describe the advantages and disadvantages of networking to achieve professional goals.  Evaluate the impact of community, governmental and professional organizations on business success.

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<b>Content Standard 5 – Ethics and Social Responsibility</b> <b>Examine the role of ethics and social responsibility in decision making.</b>			
<b>The student will be able to:</b>	<b>Beginning</b>	<b>Intermediate</b>	<b>Advanced</b>
<p><b>Strand 1</b></p> <p>Examine the role of ethics and social responsibility in decision making.</p>	<p><b>Learner Expectation</b></p> <p>*Define business ethics and social responsibility.</p> <p>Describe components of a personal code of ethical behavior.</p>	<p><b>Learner Expectation</b></p> <p>Explain the importance of ethical standards in conducting business.</p> <p>Describe ethical dilemmas faced by managers.</p> <p>Examine a business code of ethics.</p> <p>Identify the impact of unethical behavior on a business.</p> <p>Identify ways in which a business organization demonstrates social responsibility towards stakeholders.</p>	<p><b>Learner Expectation</b></p> <p>Demonstrate awareness of ethical responsibility to business professions and society.</p> <p>Recognize long-term impact of practicing social responsibility.</p>

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<b>Content Standard 6 – Human Resource Management</b> <b>Describe human resource functions and their importance to an organization's successful operation.</b>			
<b>The student will be able to:</b>	<b>Beginning</b>	<b>Intermediate</b>	<b>Advanced</b>
<b>Strand 1</b>  Analyze human resource planning.	<b>Learner Expectation</b>  Define human resource planning.	<b>Learner Expectation</b>  Analyze how the impacts of human resource activities help organizations to achieve their goals.	<b>Learner Expectation</b>  Examine methods of conducting a needs analysis to determine human resource requirements.
<b>Strand 2</b>  Analyze recruitment and selection.	<b>Learner Expectation</b>  *Identify recruitment selection tools and determine why they are used (interviews, tests and reference checks).	<b>Learner Expectation</b>  Identify how employment law has impacted the workplace (Affirmative action, right to privacy and Americans with Disabilities Act).	<b>Learner Expectation</b>  Describe how social media sites are used by organizations during the recruitment and selection process.
<b>Strand 3</b>  Analyze employee development.	<b>Learner Expectation</b>  Explain why orientation and training are necessary for successful employee performance.	<b>Learner Expectation</b>  Explain the important of career planning and management.	<b>Learner Expectation</b>  Identify the benefits of employee development (workshops, conferences).
<b>Strand 4</b>  Analyze evaluation functions.	<b>Learner Expectation</b>  *Explain why employees are evaluated.  Explain how employees are evaluated.	<b>Learner Expectation</b>  Identify the impact of performance appraisals on employees and the organization.	<b>Learner Expectation</b>  Assess the procedures used in the evaluation process.  Analyze the impact of performance appraisals on motivation and job performance.

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<b>The student will be able to:</b>	<b>Beginning</b>	<b>Intermediate</b>	<b>Advanced</b>
<p><b>Strand 5</b></p> <p>Analyze compensation, promotion, benefits and incentives.</p>	<p><b>Learner Expectation</b></p> <p>Identify advancement opportunities within an organization.</p>	<p><b>Learner Expectation</b></p> <p>Describe policies and procedures used to determine compensation.</p> <p>Identify compensation plans, benefit packages and incentive programs available to employees.</p>	<p><b>Learner Expectation</b></p> <p>Describe the merits of reassignment and promotion versus hiring from outside.</p> <p>Assess an employee compensation package (wages/salaries and benefits).</p>
<p><b>Strand 6</b></p> <p>Analyze termination and transition.</p>	<p><b>Learner Expectation</b></p> <p>Discuss the appropriate methods taken to terminate and transition employees.</p>	<p><b>Learner Expectation</b></p> <p>Describe legal reasons for terminating employees.</p> <p>Analyze criteria used to make termination and transition decisions.</p>	<p><b>Learner Expectation</b></p> <p>Describe the legal implications and processes relating to termination and transition decisions.</p> <p>Discuss how internal and external factors affect rightsizing.</p>
<p><b>Strand 7</b></p> <p>Analyze labor relations</p>	<p><b>Learner Expectation</b></p> <p>Identify and describe the common elements of an employment contract.</p>	<p><b>Learner Expectation</b></p> <p>Define “employment at will.”</p>	<p><b>Learner Expectation</b></p> <p>Discuss the role of human resource personnel in the collective bargaining process.</p>

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<b>Content Standard 7 – Organized Labor</b> <b>Describe the role of organized labor and its influence on government and business.</b>			
<b>The student will be able to:</b>	<b>Beginning</b>	<b>Intermediate</b>	<b>Advanced</b>
<b>Strand 1</b>  Describe labor unions.	<b>Learner Expectation</b>  Describe the history of the labor movement and why unions were organized.  Describe the collective-bargaining process.	<b>Learner Expectation</b>  *Explain the role of labor unions and the process of collective bargaining.	<b>Learner Expectation</b>  Describe legal and illegal strategies used by labor and management (e.g., strikes, boycotts, layoffs and lockouts).  Discuss the appropriateness and effectiveness of current legislation in protecting workers' rights.

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<b>Content Standard 8 – Technology and Information Management</b> <b>Utilize information and technology tools to conduct business effectively and efficiently.</b>			
<b>The student will be able to:</b>	<b>Beginning</b>	<b>Intermediate</b>	<b>Advanced</b>
<b>Strand 1</b>  Technology Tools	<b>Learner Expectation</b>  Explain how technology is used to accomplish goals.	<b>Learner Expectation</b>  *Discuss the advantages and disadvantages of using technology in business.  Use appropriate technology tools for business operations.  Describe how organizations access, share and protect information.	<b>Learner Expectation</b>  Select the appropriate technology tools for conveying information, solving problems and expediting business processes.
<b>Strand 2</b>  Information Management	<b>Learner Expectation</b>  Define information management.	<b>Learner Expectation</b>  Interpret, analyze and synthesize information for decision making.	<b>Learner Expectation</b>  Identify methods organizations use to collect and manage information.
<b>Strand 3</b>  E-Business	<b>Learner Expectation</b>  Define e-commerce and Internet-based business operations.	<b>Learner Expectation</b>  Explain how successful e-business systems rely on technical skills	<b>Learner Expectation</b>  Analyze the impact of e-business on the economy and individual businesses.

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<b>Content Standard 9 – Industry Analysis</b> <b>Analyze a business organization's competitive position within the industry.</b>			
<b>The student will be able to:</b>	<b>Beginning</b>	<b>Intermediate</b>	<b>Advanced</b>
<p><b>Strand 1</b></p> <p>Analyze competition and competitive advantage.</p>	<p><b>Learner Expectation</b></p> <p>Identify ways businesses compete.</p> <p>Define competitive advantage.</p> <p>Define market share</p> <p>*Understand the components of a SWOT Analysis</p>	<p><b>Learner Expectation</b></p> <p>Compare various forms of competition (pure competition, monopolistic competition, oligopoly and monopoly).</p> <p>Describe how various laws (e.g., Sherman Antitrust Act and Robinson-Patman Act) impact competition.</p> <p>Describe the process of conducting an industry analysis.</p> <p>Explain how organizations use internal and external data sources for planning and control.</p>	<p><b>Learner Expectation</b></p> <p>Analyze relative competitive strengths and weaknesses using appropriate tools (e.g., SWOT analysis).</p> <p>Analyze various businesses to determine their competitive advantage.</p> <p>Describe how ongoing industry analysis is used to maintain a competitive advantage.</p>

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**Content Standard 10 – Financial Statement**

**Analyze financial data influenced by internal and external in order to make short term and long-term decisions.**

<b>The student will be able to:</b>	<b>Beginning</b>	<b>Intermediate</b>	<b>Advanced</b>
<p><b>Strand 1</b></p> <p>Analyze financial statements.</p>	<p><b>Learner Expectation</b></p> <p>*Identify and define financial statements.</p> <p>*Identify sources of financing.</p>	<p><b>Learner Expectation</b></p> <p>Describe the purpose of financial statements.</p> <p>Interpret the data shown on financial statements (e.g., income statement, balance sheet, cash flow statement and statement of net worth).</p> <p>Assess the short-term and long-term financial needs of a business.</p> <p>Identify risks to business.</p>	<p><b>Learner Expectation</b></p> <p>Analyze statistical tools useful in making financial decisions.</p> <p>Identify ways to minimize and manage risk.</p>

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<b>Content Standard 11 – Operations Management</b> <b>Apply operations management principles and procedures to the design of an operations plan.</b>			
<b>The student will be able to:</b>	<b>Beginning</b>	<b>Intermediate</b>	<b>Advanced</b>
<b>Strand 1</b>  Analyze product design methods.	<b>Learner Expectation</b>  Define methods and tools to design or redesign products.  Identify a product design process.	<b>Learner Expectation</b>  Evaluate a product design process.	<b>Learner Expectation</b>  Apply the necessary methods and tools needed to design or redesign products.
<b>Strand 2</b>  Analyze scheduling methods.	<b>Learner Expectation</b>  Identify factors and tools considered in scheduling.	<b>Learner Expectation</b>  Evaluate the effectiveness and efficiency of a production schedule.	<b>Learner Expectation</b>  Create an efficient production schedule.
<b>Strand 3</b>  Analyze inventory management.	<b>Learner Expectation</b>  Define inventory control.	<b>Learner Expectation</b>  Identify methods of inventory control concerns.	<b>Learner Expectation</b>  Evaluate a system for maintaining inventory control.
<b>Strand 4</b>  Analyze quality standards.	<b>Learner Expectation</b>  Explain the concept of quality management.	<b>Learner Expectation</b>  Identify high-quality management standards.	<b>Learner Expectation</b>  Explain why high quality and efficiency standards are necessary to compete in the global marketplace.

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<b>Content Standard 12 – Global Perspective</b> <b>Examine the issues of corporate culture and managing in the global environment.</b>			
<b>The student will be able to:</b>	<b>Beginning</b>	<b>Intermediate</b>	<b>Advanced</b>
<b>Strand 1</b>  Analyze legal issues.	<b>Learner Expectation</b>  Understand how legal issues impact business operations.	<b>Learner Expectation</b>  Identify the legal issues related to managing an organization in the global environment.	<b>Learner Expectation</b>  Examine the impact of laws and regulations governing global business within various countries and regions of the world.
<b>Strand 2</b>  Analyze economic considerations.	<b>Learner Expectation</b>  Identify global economic factors.	<b>Learner Expectation</b>  Identify examples of global economic factors that impact business.	<b>Learner Expectation</b>  Analyze examples of global economic factors that impact business.
<b>Strand 3</b>  Analyze workforce diversity.	<b>Learner Expectation</b>  Discuss and define diversity.	<b>Learner Expectation</b>  Recognize the similarities and differences among cultures.	<b>Learner Expectation</b>  Identify strategies for managing a culturally diverse workforce.
<b>Strand 4</b>  Understand global partnering.	<b>Learner Expectation</b>  Define the role of global parenting in business.	<b>Learner Expectation</b>  *Identify the advantages of a diverse workforce.  Define forms of global partnering (e.g., licensing, joint ventures, exporting, importing and franchising).	<b>Learner Expectation</b>  Analyze business situations to determine opportunities for global partnering.  Analyze the benefits of global partnering.

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