Cluster Knowledge and Skill Statement

Academic Foundations

Statement: Integrate social-studies skills into marketing, sales and service to better understand customers and the economic environment in which they function.

Performance Element: Acquire an understanding of fundamental economic concepts to obtain a foundation for employment in marketing careers.

\begin{itemize}
  \item \textbf{Measurement Criteria:} Differentiate between goods and services.
  \item \textbf{Measurement Criteria:} Identify economic resources.
  \item \textbf{Measurement Criteria:} Recognize reasons for scarcity.
  \item \textbf{Measurement Criteria:} Delineate society’s economic questions.
  \item \textbf{Measurement Criteria:} Categorize economic activities.
  \item \textbf{Measurement Criteria:} Determine economic utilities created by marketing activities.
  \item \textbf{Measurement Criteria:} Recognize conditions needed for demand’s existence.
  \item \textbf{Measurement Criteria:} Analyze the impact of the law of supply and demand on business.
  \item \textbf{Measurement Criteria:} Identify factors affecting supply, demand, and elasticity.
  \item \textbf{Measurement Criteria:} Differentiate among price, relative price, equilibrium price, and market price.
  \item \textbf{Measurement Criteria:} Determine the relationship between relative prices and economic questions.
  \item \textbf{Measurement Criteria:} Recognize functions of relative prices.
  \item \textbf{Measurement Criteria:} Analyze price determination.
  \item \textbf{Measurement Criteria:} Predict producers’ responses to excess supply and demand.
\end{itemize}

Performance Element: Differentiate among economic systems to understand the environments in which businesses function.

\begin{itemize}
  \item \textbf{Measurement Criteria:} Identify the importance of economic systems.
  \item \textbf{Measurement Criteria:} Delineate characteristics of traditional, communist, socialist, and market economic systems.
  \item \textbf{Measurement Criteria:} Analyze ways that economic systems answer economic questions.
  \item \textbf{Measurement Criteria:} Evaluate strengths and weaknesses of economic systems.
  \item \textbf{Measurement Criteria:} Identify factors affecting business profit.
  \item \textbf{Measurement Criteria:} Calculate profit.
  \item \textbf{Measurement Criteria:} Identify profit’s significance.
  \item \textbf{Measurement Criteria:} Analyze ways businesses increase profit.
  \item \textbf{Measurement Criteria:} Defend businesses’ need to make a profit.
  \item \textbf{Measurement Criteria:} Identify types of economic risks.
  \item \textbf{Measurement Criteria:} Compare pure and speculative economic risks.
  \item \textbf{Measurement Criteria:} Analyze ways businesses minimize risk.
  \item \textbf{Measurement Criteria:} Identify direct and indirect, price and non-price competition.
  \item \textbf{Measurement Criteria:} Delineate businesses’ market structures.
  \item \textbf{Measurement Criteria:} Recognize effects of competition on businesses, consumers, and society.
  \item \textbf{Measurement Criteria:} Endorse need for competition in a market economy.
\end{itemize}
Performance Element: Analyze business productivity to determine its effect on business success.

**Measurement Criteria:** Identify effects of productivity.

**Measurement Criteria:** Measure productivity.

**Measurement Criteria:** Recognize factors enhancing productivity.

**Measurement Criteria:** Identify factors hindering productivity.

**Measurement Criteria:** Determine ways to increase productivity.

**Measurement Criteria:** Delineate consequences of non-productivity.

**Measurement Criteria:** Analyze impact of specialization/division of labor on productivity.

**Measurement Criteria:** Determine involvement of resources in productivity.

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

**Measurement Criteria:** Identify types of specialization.

**Measurement Criteria:** Recognize advantages and disadvantages of specialization.

**Measurement Criteria:** Overcome disadvantages of specialization overcome.

**Measurement Criteria:** Recognize reasons unions formed.

**Measurement Criteria:** Identify labor issues.

**Measurement Criteria:** Delineate levels and types of union organization.

**Measurement Criteria:** Analyze collective bargaining process.

**Measurement Criteria:** Identify types of union and management negotiation strategies.

**Measurement Criteria:** Recognize effects of unionism.

**Measurement Criteria:** Identify stages of production.

**Measurement Criteria:** Analyze impact of law of diminishing returns.

**Measurement Criteria:** Determine relationships between total revenue, marginal revenue, output, and profit.

Performance Element: Identify economic trends/indicators to measure economic conditions.

**Measurement Criteria:** Compare unemployment rate and employment conditions.

**Measurement Criteria:** Recognize a nation’s unemployment costs.

**Measurement Criteria:** Determine inflation’s causes.

**Measurement Criteria:** Analyze inflation’s economic impact.

**Measurement Criteria:** Predict economic impact of interest-rate fluctuations.

**Measurement Criteria:** Determine the relationship between inflation and Consumer Price Index.

**Measurement Criteria:** Evaluate Gross Domestic Product’s impact.

**Measurement Criteria:** Determine impact of business cycles.
Cluster Knowledge and Skill Statement

Performance Element: Ascertain international trade’s impact to guide business decision-making.

Measurement Criteria: Determine reasons for international trade.
Measurement Criteria: Identify trade barriers.
Measurement Criteria: Analyze economic effects of international trade.
Measurement Criteria: Recognize techniques to improve international trade.
Measurement Criteria: Evaluate business subculture’s impact on business behavior.
Measurement Criteria: Investigate culture’s influence.

Performance Element: Employ sociological knowledge to facilitate marketing activities.

Measurement Criteria: Analyze and interpret complex societal issues, events, and problems.
Measurement Criteria: Analyze researched information and statistics.
Measurement Criteria: Reach reasoned conclusions.
Measurement Criteria: Examine social beliefs, influences, and behavior.
Measurement Criteria: Analyze group dynamics.
Measurement Criteria: Assess human behavior.

Performance Element: Apply psychological knowledge to facilitate marketing activities.

Measurement Criteria: Recognize factors influencing perception.
Measurement Criteria: Identify sources of attitude formation.
Measurement Criteria: Assess methods used to evaluate attitudes.
Measurement Criteria: Identify basic social and cultural strata.
Measurement Criteria: Determine behavioral effects of social and cultural strata.
Measurement Criteria: Analyze effects of others on individual behavior.
Measurement Criteria: Predict likelihood of conformity and obedience.
Measurement Criteria: Determine significance of aggression.
Measurement Criteria: Recognize factors affecting personality.
Measurement Criteria: Evaluate the nature of change over a lifetime.
Measurement Criteria: Detail reactions to stress.
Measurement Criteria: Analyze cues to basic drives/motives.

Statement: Solve mathematical problems to obtain information for decision making in marketing, sales and service.

Performance Element: Employ numbers and operations to understand and solve mathematical problems in marketing.

Measurement Criteria: Recognize relationships among numbers.
Measurement Criteria: Employ mathematical operations.
Measurement Criteria: Perform computations successfully.
Measurement Criteria: Predict reasonable estimations.
Performance Element: Apply algebraic skills to make business decisions.

Measurement Criteria: Recognize patterns and mathematical relations.

Measurement Criteria: Use algebraic symbols to represent, solve, and analyze mathematical problems.

Measurement Criteria: Create mathematical models from real-life situations.

Measurement Criteria: Represent changes in quantities mathematically.

Measurement Criteria: Determine rate of change mathematically.

Measurement Criteria: Interpret graphical and numerical data.

Performance Element: Employ measurement skills to make business decisions.

Measurement Criteria: Recognize measurable attributes of objects.

Measurement Criteria: Take measurements correctly.

Performance Element: Perform data analysis to make business decisions.

Measurement Criteria: Formulate questions effectively.

Measurement Criteria: Collect relevant data.

Measurement Criteria: Organize useful data.

Measurement Criteria: Answer questions appropriately.

Measurement Criteria: Employ appropriate statistical methods in data analysis.

Measurement Criteria: Develop and evaluate inferences and predictions.

Measurement Criteria: Apply basic concepts of probability.

Performance Element: Implement problem-solving techniques to evaluate the accuracy of mathematical responses.


Measurement Criteria: Apply a variety of problem-solving strategies.


Statement: Apply language arts skills to enhance business opportunities in marketing, sales and service.

Performance Element: Apply writing skills and strategies to communicate with targeted business audiences in marketing, sales and service.

Measurement Criteria: Employ a variety of prewriting skills.

Measurement Criteria: Implement a variety of drafting and revision strategies.

Measurement Criteria: Use strategies to write to different audiences.

Measurement Criteria: Write a variety of composition types.

Performance Element: Employ writing skills to create a specific tone and style of writing for marketing communications.

Measurement Criteria: Use precise, descriptive language.

Measurement Criteria: Organize information into logical progression of ideas.

Measurement Criteria: Employ a variety of sentence structures and sentence lengths.

Measurement Criteria: Use transitional devices.

Measurement Criteria: Supply supporting detail.

Measurement Criteria: Convey personal style and voice.
Performance Element: Apply grammatical and mechanical conventions to clarify written marketing communications.

**Measurement Criteria:** Write complete sentences.
**Measurement Criteria:** Employ parts of speech appropriately.
**Measurement Criteria:** Use capitalization conventions properly.
**Measurement Criteria:** Spell words correctly.
**Measurement Criteria:** Employ correct punctuation.
**Measurement Criteria:** Use varied sentence structures.

Performance Element: Compile and use information to support writer’s position or topic in marketing communications.

**Measurement Criteria:** Use research methods appropriately.
**Measurement Criteria:** Analyze a variety of sources.
**Measurement Criteria:** Implement a variety of criteria to evaluate source’s validity and reliability.
**Measurement Criteria:** Synthesize information properly.
**Measurement Criteria:** Reach correct conclusions.

Performance Element: Employ general reading skills and strategies to obtain information for use in marketing activities.

**Measurement Criteria:** Determine the meaning of words from context.
**Measurement Criteria:** Extend vocabulary.
**Measurement Criteria:** Recognize techniques used to influence readers.
**Measurement Criteria:** Identify factors influencing reader’s response to text.

Performance Element: Practice reading skills and strategies to understand and interpret information for use in marketing.

**Measurement Criteria:** Apply criteria for evaluating text’s accuracy.
**Measurement Criteria:** Make connections between the reader’s life and the text.
**Measurement Criteria:** Identify writer’s point of view correctly.
**Measurement Criteria:** Extract relevant information.
**Measurement Criteria:** Reach logical conclusions.

Performance Element: Speak and listen to acquire, provide, and understand marketing information.

**Measurement Criteria:** Apply verbal and nonverbal strategies appropriately to the situation.
**Measurement Criteria:** Ask relevant questions.
**Measurement Criteria:** Provide legitimate responses.
**Measurement Criteria:** Employ active-listening techniques.
**Measurement Criteria:** Adjust wording and delivery of messages to audience.
**Measurement Criteria:** Give oral presentations effectively.
**Measurement Criteria:** Incorporate technology smoothly into presentations.
**Measurement Criteria:** Defend ideas objectively.
Communications

Statement: Use communication skills to facilitate information flow in marketing, sales and service.

Performance Element: Apply verbal skills to communicate effectively in marketing, sales and service.

- **Measurement Criteria:** Demonstrate effective listening skills.
- **Measurement Criteria:** Employ proper grammar and vocabulary.
- **Measurement Criteria:** Reinforce service orientation through communication.
- **Measurement Criteria:** Address other communicants professionally.
- **Measurement Criteria:** Perform telephone/cell phone calls professionally.
- **Measurement Criteria:** Use voice mail.
- **Measurement Criteria:** Apply persuasion appropriately.

Performance Element: Write effectively to enhance marketing, sales and service communications.

- **Measurement Criteria:** Prepare and send written messages electronically.
- **Measurement Criteria:** Write informational messages.
- **Measurement Criteria:** Write inquiry messages.
- **Measurement Criteria:** Write persuasive messages.
- **Measurement Criteria:** Prepare simple written reports.

Performance Element: Communicate with staff to clarify workplace objectives.

- **Measurement Criteria:** Follow others’ directions.
- **Measurement Criteria:** Provide directions for completing job assignments.
- **Measurement Criteria:** Read interdepartmental/company communications in a timely manner.
- **Measurement Criteria:** Conduct staff meetings effectively.

Performance Element: Communicate with customers to enhance company image.

- **Measurement Criteria:** Demonstrate customer-service mindset.
- **Measurement Criteria:** Process customer inquiries.
- **Measurement Criteria:** Adapt communication to the cultural and social differences among clients.
- **Measurement Criteria:** Respond to client’s communication according to company policy.
- **Measurement Criteria:** Handle interruptions professionally when working with clients.
- **Measurement Criteria:** Respond to client’s special requests.
Marketing, Sales and Service

Cluster Knowledge and Skill Statement

Problem Solving and Critical Thinking

Statement: Apply problem-solving and critical-thinking skills to help grow the business and/or to resolve workplace conflict.

Performance Element: Deal with conflict to minimize disruptions in the workplace.

- **Measurement Criteria:** Show empathy.
- **Measurement Criteria:** Exert appropriate assertiveness.
- **Measurement Criteria:** Demonstrate problem-solving skills.
- **Measurement Criteria:** Apply negotiation skills.
- **Measurement Criteria:** Interpret business policies to customers/clients.
- **Measurement Criteria:** Resolve customer complaints.
- **Measurement Criteria:** Handle situations when the customer is at fault.
- **Measurement Criteria:** Adjust to change.
- **Measurement Criteria:** Adjust work practices to respond to client needs.
- **Measurement Criteria:** Make personal and service adjustments that balance organizational goals and needs with those of clients.
- **Measurement Criteria:** Explain the nature of organizational change.
- **Measurement Criteria:** Minimize organizational conflict.
- **Measurement Criteria:** Apply stress-management techniques.

Performance Element: Employ skills to promote self-development.

- **Measurement Criteria:** Use feedback for personal growth.
- **Measurement Criteria:** Implement decision-making skills.
- **Measurement Criteria:** Set personal goals that further company goals.
- **Measurement Criteria:** Apply time-management principles.

Performance Element: Acquire organizational knowledge to solidify commitment to business.

- **Measurement Criteria:** Explain company mission and/or vision.
- **Measurement Criteria:** Describe company’s goals, objectives, rewards, and incentives.
- **Measurement Criteria:** Identify options for employees to contribute to process and/or product improvement.
- **Measurement Criteria:** Describe measures used to determine success of process changes on service improvement.
Cluster Knowledge and Skill Statement

Information Technology Applications

Statement: Apply technological tools in marketing, sales and service to expedite work flow.

Performance Element: Use e-mail functions to expedite work.

Measurement Criteria: Identify components of e-mail messages.
Measurement Criteria: Write and send e-mail messages.
Measurement Criteria: Employ e-mail etiquette.
Measurement Criteria: Answer e-mail message promptly.
Measurement Criteria: Forward e-mail messages.
Measurement Criteria: Append attachments.
Measurement Criteria: Designate message priority.
Measurement Criteria: Manage address book.
Measurement Criteria: Set up distribution list.
Measurement Criteria: Sort mail.
Measurement Criteria: Search for and locate messages.
Measurement Criteria: Apply e-mail shortcuts.
Measurement Criteria: Post messages on a listserv.
Measurement Criteria: Create and use e-mail folders to compile related messages.

Performance Element: Employ web search skills to obtain information.

Measurement Criteria: Identify components of a URL.
Measurement Criteria: Explain importance of search engines in locating information.
Measurement Criteria: Use search engines and directories.
Measurement Criteria: Implement search techniques.
Measurement Criteria: Locate specified topics on the Web.
Measurement Criteria: Access specified topics through web-page links.
Measurement Criteria: Download web-page information to a disk.

Performance Element: Demonstrate word-processing skills to prepare text documents.

Measurement Criteria: Identify word-processing capabilities.
Measurement Criteria: Enter and store text.
Measurement Criteria: Search for, find, and replace text in a document.
Measurement Criteria: Retrieve, edit, and print documents.
Measurement Criteria: Employ cut and paste functions.
Measurement Criteria: Create text document containing columns.
Measurement Criteria: Insert graph into document.
Performance Element: Demonstrate presentation software skills to prepare visual support for presentations.

**Measurement Criteria:** Identify capabilities of presentation software programs.
**Measurement Criteria:** Determine characteristics of effective presentation software documents.
**Measurement Criteria:** Enter and store text in a presentation software document.
**Measurement Criteria:** Import graphics into a presentation software document.
**Measurement Criteria:** Develop builds and transitions for screens in a presentation software document.
**Measurement Criteria:** Retrieve and edit presentation software screens.
**Measurement Criteria:** Add/Delete screens in a presentation software document.

Performance Element: Employ database skills to store, search, analyze, and retrieve information.

**Measurement Criteria:** Identify capabilities of database software.
**Measurement Criteria:** Create database structure.
**Measurement Criteria:** Enter and save data in a database software document.
**Measurement Criteria:** Retrieve and modify data in a database software document.
**Measurement Criteria:** Delete database records.
**Measurement Criteria:** Sort data in a database given predetermined criteria.
**Measurement Criteria:** Create chart or graph using database file.
**Measurement Criteria:** Print labels from database.
**Measurement Criteria:** Print database list/report.

Performance Element: Apply spreadsheet skills to expedite mathematical calculations and to display that data in meaningful ways.

**Measurement Criteria:** Identify components of spreadsheets.
**Measurement Criteria:** Explain capabilities of spreadsheet software.
**Measurement Criteria:** Format spreadsheets.
**Measurement Criteria:** Enter and store data in a spreadsheet software file.
**Measurement Criteria:** Retrieve, edit, and print data in a spreadsheet file.
**Measurement Criteria:** Create charts and graphs using spreadsheet data.
Cluster Knowledge and Skill Statement

Performance Element: Create and post basic web page to demonstrate a web presence.

**Measurement Criteria:**
- Identify basic structure of web page.
- Recognize limitations associated with web-page creation.
- Analyze importance of tags in structuring web pages.
- Identify naming conventions for web files.
- Recognize information in HTML documents that will be ignored by browsers.
- Set up HTML documents.
- Format text of a web page.
- Specify considerations in selecting graphics format.
- Add graphic elements to a web page.
- Add attributes to a tag on a web page.
- Create hypertext links in a web page.
- Display document within a web browser.
- Upload web page the Web.
Cluster Knowledge and Skill Statement

**Marketing, Sales and Service**

**Systems**

*Statement:* Implement, modify, and improve business and marketing systems to facilitate business activities.

**Performance Element:** Determine a business’s social responsibilities to understand how business can enhance public relations.

- **Measurement Criteria:** Identify types of social responsibility.
- **Measurement Criteria:** Specify importance of exhibiting social responsibility.
- **Measurement Criteria:** Designate individuals, groups, or agencies to which businesses are socially responsible.
- **Measurement Criteria:** Identify ways for businesses to demonstrate their social responsibility.

**Performance Element:** Determine the relationship between government and business to ascertain government’s role in a market economy.

- **Measurement Criteria:** Analyze government’s involvement in business.
- **Measurement Criteria:** Determine ways that government regulates business.
- **Measurement Criteria:** Analyze impact of government regulation on business.
- **Measurement Criteria:** Identify methods for financing government regulation.

**Performance Element:** Analyze marketing to identify its role in a global economy.

- **Measurement Criteria:** Designate extent to which a business implements the marketing concept.
- **Measurement Criteria:** Recognize ways marketing affects consumers and business.
- **Measurement Criteria:** Determine impact of a global economy on marketing activities.

**Performance Element:** Appraise the marketing functions to understand their interdependence.

- **Measurement Criteria:** Explain the purposes of each marketing function.
- **Measurement Criteria:** Describe the importance of each function to marketing.
- **Measurement Criteria:** Analyze the interrelationships among the marketing functions.

**Performance Element:** Evaluate a business’s purchasing system to determine its role in business.

- **Measurement Criteria:** Identify purchasing activities.
- **Measurement Criteria:** Recognize importance of purchasing in business operations.
- **Measurement Criteria:** Analyze process for purchasing materials, equipment, and supplies for business operations.

**Performance Element:** Analyze a business’s production system to determine its importance in business.

- **Measurement Criteria:** Identify inputs used by businesses for production.
- **Measurement Criteria:** Differentiate between tangible and intangible outputs.
- **Measurement Criteria:** Recognize importance of production in business operations.
- **Measurement Criteria:** Identify production activities and their purposes.
- **Measurement Criteria:** Investigate goals of production activities.
Cluster Knowledge and Skill Statement

Performance Element: Analyze accounting systems to examine their contribution to the fiscal stability of businesses.

  *Measurement Criteria:* Designate requirements that the accounting system should fulfill.
  *Measurement Criteria:* Differentiate between cash and accrual accounting.
  *Measurement Criteria:* Analyze steps in the accounting process.

Performance Element: Determine the role of management to understand how managers staff, organize, direct, control, and plan business activities.

  *Measurement Criteria:* Categorize resources managed by business.
  *Measurement Criteria:* Identify levels of management.
  *Measurement Criteria:* Recognize the role of managers.
  *Measurement Criteria:* Identify management functions and their purposes.

Performance Element: Evaluate quality systems to determine their effectiveness.

  *Measurement Criteria:* Identify the effects of improved quality.
  *Measurement Criteria:* Recognize the impact of a global economy on quality standards.
  *Measurement Criteria:* Value the importance of having a customer focus.
  *Measurement Criteria:* Analyze the continuous quality improvement process.
  *Measurement Criteria:* Implement quality management tools and techniques.
  *Measurement Criteria:* Apply continuous improvement strategies.
  *Measurement Criteria:* Evaluate projects.

Performance Element: Assess human-resource systems to determine their role in a business organization.

  *Measurement Criteria:* Identify components of human-resource system.
  *Measurement Criteria:* Determine the roles and responsibilities of human resource personnel.
  *Measurement Criteria:* Evaluate the goals of human-resource systems.
  *Measurement Criteria:* Ascertain the security of personnel information.
  *Measurement Criteria:* Examine the employee-selection process.
  *Measurement Criteria:* Establish and evaluate the staff-development process.

Performance Element: Analyze data systems to improve their effectiveness.

  *Measurement Criteria:* Identify importance of data systems.
  *Measurement Criteria:* Designate components of a data system.
  *Measurement Criteria:* Determine effectiveness of data flow/manipulation.
  *Measurement Criteria:* Detail roles and responsibilities of data-systems’ personnel.
  *Measurement Criteria:* Analyze data-storage security.
Performance Element: Evaluate administrative-support systems to improve their effectiveness.

**Measurement Criteria:** Determine role and responsibilities of employees in administrative-support systems.

**Measurement Criteria:** Establish standards of performance for administrative-support personnel.

**Measurement Criteria:** Institute procedures for work flow.

**Measurement Criteria:** Measure productivity of administrative-support personnel.

**Measurement Criteria:** Activate corrective measures in administrative-support system.

Performance Element: Evaluate finance systems to enhance their impact on business operations.

**Measurement Criteria:** Identify importance of finance systems.

**Measurement Criteria:** Determine finance activities.

**Measurement Criteria:** Select cash-flow streams.

**Measurement Criteria:** Interpret cash-flow statements.

**Measurement Criteria:** Analyze cash-flow patterns.

**Measurement Criteria:** Use financial statements (i.e., balance sheets and profit-and-loss statements) for decision making.

**Measurement Criteria:** Calculate financial ratios.

**Measurement Criteria:** Develop operating budgets.

**Measurement Criteria:** Use operating budgets to control operations.

**Measurement Criteria:** Analyze operating results in relation to budget/industry.

**Measurement Criteria:** Apply investment criteria.

**Measurement Criteria:** Analyze financial equity.

**Measurement Criteria:** Scrutinize financial-reporting activities.

Performance Element: Evaluate types of business ownership to determine the systems used for structuring business organizations.

**Measurement Criteria:** Identify advantages/disadvantages of each type of business ownership (i.e., sole proprietorship, partnership, and corporation).

**Measurement Criteria:** Recognize reasons for choosing to form each type of business ownership.

**Measurement Criteria:** Describe types of partnership arrangements.

**Measurement Criteria:** Explain the process for forming a corporation.

**Measurement Criteria:** Identify types of corporations.

**Measurement Criteria:** Discuss ways in which corporations grow (i.e., merger, consolidation, and expansion).

**Measurement Criteria:** Determine the role of franchises.

**Measurement Criteria:** Explain factors affecting the choice of ownership form.
Cluster Knowledge and Skill Statement

Safety, Health, and Environmental

Statement: Implement safety, health, and environmental controls to enhance productivity in marketing, sales and service.

Performance Element: Acquire knowledge of federal and state health and safety regulations to support a safe working environment in marketing, sales and service.

Measurement Criteria: Identify applicable regulations.
Measurement Criteria: Recognize penalties for noncompliance with the regulations.
Measurement Criteria: Describe procedures for reporting noncompliance with regulations.

Performance Element: Analyze security issues to minimize loss in marketing, sales and service.

Measurement Criteria: Identify causes of business risk.
Measurement Criteria: Take routine security precautions.
Measurement Criteria: Address client concerns about workplace security.

Performance Element: Evaluate safety issues to minimize loss in marketing, sales and service.

Measurement Criteria: Follow safety precautions.
Measurement Criteria: Maintain a safe environment.
Measurement Criteria: Handle accidents in the workplace appropriately.
Measurement Criteria: Adhere to procedures for handling and reporting unexpected health issues, violent and threatening behavior, and other emergency situations.
Measurement Criteria: Follow regulations for use of equipment, tools, and machinery.
Measurement Criteria: Adhere to policies regarding maintenance of equipment, tools, and machinery.
Measurement Criteria: Report unsafe or defective equipment, tools, or machinery.
Measurement Criteria: Operate company’s equipment safely.
Measurement Criteria: Apply appropriate technology to specific tasks.
Cluster Knowledge and Skill Statement

Leadership and Teamwork

Statement: Employ leadership and teamwork skills to facilitate work flow in marketing, sales and service.

Performance Element: Enhance group working relationships to improve the work environment in marketing, sales and service.

- **Measurement Criteria:** Foster positive working relationships.
- **Measurement Criteria:** Participate as a team member.
- **Measurement Criteria:** Adhere to company policies.
- **Measurement Criteria:** Motivate self.

Performance Element: Organize work efforts and staff to enhance work flow in marketing, sales and service.

- **Measurement Criteria:** Document and maintain records in accordance with operational policies.
- **Measurement Criteria:** Develop project plans.
- **Measurement Criteria:** Plan and organize work efforts of staff.
- **Measurement Criteria:** Schedule employees.
- **Measurement Criteria:** Delegate responsibility for job assignments.
- **Measurement Criteria:** Establish standards for job performance.

Performance Element: Staff the business operation to expedite work efforts.

- **Measurement Criteria:** Determine hiring needs.
- **Measurement Criteria:** Recruit new employees.
- **Measurement Criteria:** Select new employees.
- **Measurement Criteria:** Conduct exit interviews.
- **Measurement Criteria:** Dismiss/Fire employees, as needed.
- **Measurement Criteria:** Maintain personnel records.

Performance Element: Lead staff to achieve company goals.

- **Measurement Criteria:** Orient new employees.
- **Measurement Criteria:** Conduct training class/program.
- **Measurement Criteria:** Employ techniques to build employee morale.
- **Measurement Criteria:** Implement techniques to motivate staff.
- **Measurement Criteria:** Provide feedback about work efforts.
- **Measurement Criteria:** Encourage team building.
- **Measurement Criteria:** Resolve employee complaints and grievances.
- **Measurement Criteria:** Assess employee morale.
- **Measurement Criteria:** Assess employee performance.
- **Measurement Criteria:** Take remedial action with staff.

Performance Element: Maintain fiscal control of business operations to limit expenses.

- **Measurement Criteria:** Identify overhead/operating expenses.
- **Measurement Criteria:** Control business expenses.
- **Measurement Criteria:** Control use of supplies.
Cluster Knowledge and Skill Statement

Ethics and Legal Responsibilities

Statement: Exhibit ethical behavior in marketing, sales and service to create goodwill and trust.

Performance Element: Employ ethical communications to acquire others’ confidence in marketing, sales, and service.

Measurement Criteria: Respect the privacy of others.

Measurement Criteria: Protect confidential information.

Measurement Criteria: Determine information appropriate to obtain from a client or another employee.

Measurement Criteria: Demonstrate honesty and integrity.

Performance Element: Take ethical actions to inspire others’ trust in marketing, sales and service.

Measurement Criteria: Recognize personal biases and stereotypes.

Measurement Criteria: Treat others fairly at work.

Measurement Criteria: Exhibit cultural sensitivity.

Measurement Criteria: Employ ethical work habits.

Performance Element: Adhere to regulations and organizational ethics to foster trust and goodwill.

Measurement Criteria: Identify organizational ethics and integrity standards.

Measurement Criteria: Recognize organizational and legal consequences of aiding or participating in illegal or inappropriate behavior.

Measurement Criteria: Uphold legally binding contracts.

Measurement Criteria: Adhere to personnel regulations.

Measurement Criteria: Enforce trade regulations.
Cluster Knowledge and Skill Statement

Employability and Career Development

Statement: Implement employability and career-development skills to obtain and progress in marketing, sales and service careers.

Performance Element: Plan career to enhance potential for job success in marketing, sales and service.

- **Measurement Criteria:** Determine employer expectations.
- **Measurement Criteria:** Analyze career information.
- **Measurement Criteria:** Select career interest.

Performance Element: Implement job-seeking skills to obtain employment in marketing, sales and service.

- **Measurement Criteria:** Apply job-search strategies.
- **Measurement Criteria:** Prepare résumé.
- **Measurement Criteria:** Write letter of application.
- **Measurement Criteria:** Complete job-application form.
- **Measurement Criteria:** Implement job-interview strategies.
- **Measurement Criteria:** Write follow-up letter to employer.

Performance Element: Participate in activities to enhance career success in marketing, sales and service.

- **Measurement Criteria:** Assess personal interests and skills needed for career success.
- **Measurement Criteria:** Identify skills needed to enhance career progression.
- **Measurement Criteria:** Analyze resources that can contribute to professional development.
- **Measurement Criteria:** Identify company sources containing information about company policies, procedures, and special events.
- **Measurement Criteria:** Implement networking strategies.

Performance Element: Employ personal skills to succeed in marketing, sales and service.

- **Measurement Criteria:** Exhibit positive attitude.
- **Measurement Criteria:** Display interest and enthusiasm.
- **Measurement Criteria:** Demonstrate orderly and systematic behavior.
- **Measurement Criteria:** Take initiative at work.
- **Measurement Criteria:** Exhibit responsible behavior.
- **Measurement Criteria:** Show self-control.
- **Measurement Criteria:** Maintain appropriate personal appearance.
- **Measurement Criteria:** Demonstrate appropriate creativity.
Cluster Knowledge and Skill Statement

Technical Skills

Statement: Employ technical skills to understand and perform marketing, sales and service activities.

Performance Element: Apply knowledge of fundamental business concepts to purchase equipment/materials/supplies for business operations.

  Measurement Criteria: Explain company buying/purchasing policies.
  Measurement Criteria: Describe the buying/purchasing process.
  Measurement Criteria: Recognize the connection between buyer reputation and vendor relationship.
  Measurement Criteria: Conduct vendor search.

Performance Element: Acquire knowledge of financial records to understand a business’s financial position.

  Measurement Criteria: Calculate net sales.
  Measurement Criteria: Research the need for cash flow statements.
  Measurement Criteria: Explain the purposes of balance sheets.
  Measurement Criteria: Describe the importance of profit-and-loss statements.

Performance Element: Acquire knowledge of management tools to understand methods used to control business operations.

  Measurement Criteria: Explain the use of business records.
  Measurement Criteria: Discuss the use of budgets.
  Measurement Criteria: Describe crucial elements of a quality culture.

Performance Element: Identify current business trends to recognize changes needed in business operations.

  Measurement Criteria: Describe the impact of current business trends on business.
  Measurement Criteria: Explain the importance to business of identifying current business trends.

Performance Element: Utilize distribution knowledge and skill to manage supply-chain activities.

  Measurement Criteria: Identify channels of distribution.
  Measurement Criteria: Recognize technology usage in distribution.
  Measurement Criteria: Ascertain legal and ethical considerations in distribution.
  Measurement Criteria: Discern receiving processes.
  Measurement Criteria: Recognize storing/warehousing role.
  Measurement Criteria: Analyze relationship between customer service and distribution.
  Measurement Criteria: Prepare invoices.
  Measurement Criteria: Use an information system for order fulfillment.
  Measurement Criteria: Coordinate distribution and other marketing activities.
  Measurement Criteria: Investigate channel-member relationships.

Performance Element: Employ financial knowledge and skill to make business decisions.

  Measurement Criteria: Recognize role of financing in marketing.
  Measurement Criteria: Explore technology usage in financing.
  Measurement Criteria: Identify credit’s purpose and importance.
Cluster Knowledge and Skill Statement

Performance Element: Gather, access, synthesize, evaluate, and disseminate marketing-information to make business decisions.

**Measurement Criteria:** Determine the need for marketing information.

**Measurement Criteria:** Describe marketing-information management.

**Measurement Criteria:** Recognize the need for ethics in marketing-information management.

**Measurement Criteria:** Investigate technology usage in marketing-information management.

**Measurement Criteria:** Identify information monitored for marketing decision making.

**Measurement Criteria:** Recognize secondary-data sources.

**Measurement Criteria:** Search Internet for marketing information.

**Measurement Criteria:** Monitor internal records for marketing information.

**Measurement Criteria:** Collect marketing information from others (e.g., customers, vendors, and staff).

**Measurement Criteria:** Conduct environmental scan.

**Measurement Criteria:** Describe marketing research.

**Measurement Criteria:** Identify marketing-information processing techniques.

**Measurement Criteria:** Evaluate database usage in marketing-information management.

**Measurement Criteria:** Design database.

**Measurement Criteria:** Apply databases to information analysis.

**Measurement Criteria:** Interpret descriptive statistics.

**Measurement Criteria:** Write marketing reports.

**Measurement Criteria:** Present report findings and recommendations.

**Measurement Criteria:** Describe marketing strategies.

**Measurement Criteria:** Explain market and market segmentation.

**Measurement Criteria:** Identify marketing plan components.

**Measurement Criteria:** Use situational analysis in marketing planning.

**Measurement Criteria:** Describe the nature of sales forecasts.

Performance Element: Utilize pricing strategies to maximize return and meet customers’ perceptions of value.

**Measurement Criteria:** Analyze the pricing function.

**Measurement Criteria:** Investigate pricing ethics.

**Measurement Criteria:** Describe technology usage in pricing.

**Measurement Criteria:** Explain legal considerations in pricing.

**Measurement Criteria:** Recognize factors affecting pricing decisions.

**Measurement Criteria:** Describe methods to determine pricing.
Cluster Knowledge and Skill Statement

Performance Element: Obtain, develop, maintain, and improve a product/service mix to respond to market opportunities.

Measurement Criteria: Describe the product/service management function.
Measurement Criteria: Identify the impact of product life cycles on marketing decisions.
Measurement Criteria: Determine technology usage in product/service management.
Measurement Criteria: Recognize the need for ethics in product/service management.
Measurement Criteria: Explain grades and standards usage in marketing.
Measurement Criteria: Explain and carry out warranties and guarantees.
Measurement Criteria: Discern consumer protection provided by government agencies.
Measurement Criteria: Identify components of product mix.
Measurement Criteria: Explain product bundling.
Measurement Criteria: Describe factors used to position products/businesses.
Measurement Criteria: Ascertained the nature of branding.

Performance Element: Utilize promotional knowledge and skill for communicating information to achieve a desired outcome.

Measurement Criteria: Determine the communication process used in promotion.
Measurement Criteria: Identify roles and types of promotion.
Measurement Criteria: Identify elements of the promotional mix.
Measurement Criteria: Investigate ethics usage in promotion.
Measurement Criteria: Determine technology usage in promotion.
Measurement Criteria: Analyze promotional regulations.
Measurement Criteria: Explain types of advertising media.
Measurement Criteria: Identify advertisement’s components.
Measurement Criteria: Write targeted promotional messages.
Measurement Criteria: Describe direct advertising strategies.
Measurement Criteria: Explain database usage in advertising.
Measurement Criteria: Design web site.
Measurement Criteria: Calculate media costs.
Measurement Criteria: Write news releases.
Measurement Criteria: Explain the nature of promotional plans.
Measurement Criteria: Coordinate promotional-mix activities.

Performance Element: Utilize sales knowledge and skill to determine client needs and wants and to respond through planned, personalized communication.

Measurement Criteria: Explain the sales function.
Measurement Criteria: Describe the relationship between customer service and selling.
Measurement Criteria: Identify clientele-building factors.
Measurement Criteria: Describe sales policies.
Measurement Criteria: Investigate sales ethics.
Measurement Criteria: Explain technology usage in selling.
Measurement Criteria: Identify sales regulations.
Measurement Criteria: Obtain product knowledge.
Measurement Criteria: Analyze the sales process.
Measurement Criteria: Implement sales support activities.
Measurement Criteria: Plan strategies to meet sales quotas.