

# Curriculum Crosswalk

**Business Management and Applications 2003**

**Course to:**

**Business Management and Administration Career Cluster**

**Finance Career Cluster**

**Marketing Career Cluster**

**LAP Instructional Support Materials**

**Produced by:**

**MBA** *Research*  

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**and Curriculum Center**

## Curriculum-Planning Levels

Each performance indicator was assigned to one of six curriculum-planning levels: prerequisite, career-sustaining, specialist, supervisor, manager, and owner. These levels represented a continuum of instruction ranging from simple to complex and can serve as building blocks for curriculum development in that students should know and be able to perform the skills and knowledge at one level before tackling more complex ones at the next level. These levels can also be used as the basis for developing an unduplicated sequence of instruction for articulation between high school and postsecondary marketing courses. The six curriculum-planning levels are defined as:

1. **Prerequisite (PQ)** Content develops employability and job-survival skills and concepts, including work ethics, personal appearance, and general business behavior.
2. **Career-Sustaining (CS)** Content develops skills and knowledge needed for continued employment in or study of marketing based on the application of basic academics and marketing skills.
3. **Specialist (SP)** Content provides in-depth, solid understanding and skill development in all marketing functions.
4. **Supervisor (SU)** Content provides the same in-depth, solid understanding and skill development in all marketing functions as in the marketing-specialist curriculum, and in addition, incorporates content that addresses the supervision of people.
5. **Manager (MN)** Content develops strategic decision-making skills in all marketing functions needed to manage a business or department within an organization.
6. **Owner (ON)** Content develops strategic decision-making skills in all aspects of marketing that are needed to own and operate a business.

Comp # Obj #	Unit Titles/Competency and Objective Statements (The Learner will be able to:)	MBA Research LAPs	Business Management and Administration, Finance, and Marketing Career Cluster Performance Indicators
<b>A</b>	<b>PERSONAL MANAGEMENT</b>		
<b>BM001.</b>	<b>Develop personal management skills needed to function effectively and efficiently in a business environment.</b>		
BM01.01	Evaluate communication skills and barriers to effective communication.	QS LAP 1: Listen Up (Active Listening Skills) QS LAP 25: More Than Just Talk (Effective Communications) QS LAP 29: Put In Your Two Cents (Participating in Group Discussions)	Demonstrate active listening skills (PQ) Explain the nature of effective communications (PQ) Participate in group discussions (CS) Explain the nature of effective verbal communications (PQ) Handle telephone calls in a businesslike manner (CS) Explain the nature of effective written communications (CS) Edit and revise written work consistent with professional standards (CS) Write professional e-mails (CS)
BM01.02	Evaluate the qualities of an effective leader.	EI LAP 12: Have a Heart (Showing Empathy for Others) EI LAP 13: Enlist Others OP LAP 1: About Time (Time Management in Business) QS LAP 6: Lean On Me (Teamwork Skills) QS LAP 27: Follow Me! (Concept of Leadership) (update 2009)	Show empathy for others (PQ) Enlist others in working toward a shared vision (CS) Use time-management skills (SP) Demonstrate teamwork skills (CS) Explain the concept of leadership (CS)
BM01.03	Define ethics and social responsibility and develop a personal code of ethics.	Business Ethics (new 2009) EI LAP 13: Vision Quest EC LAP 20: Business Connections (Role of Business in Society) EI LAP 4: Work Right (Ethical Work Habits) QS LAP 8: Do the Right Thing (Ethical Work Habits)—short version PD LAP 7: Make the Honor Role (Acting Responsibly) PD LAP 13: Self-Control	Explain the nature of business ethics (SP) Enlist others in working toward a shared vision (CS) Explain the role of business in society (CS) Demonstrate ethical work habits (EI:004, EI LAP 4) (PQ) Demonstrate ethical work habits (EI:004, EI LAP 4) (PQ) Demonstrate responsible behavior (PQ) Demonstrate self control (PQ)

BM01.04	Examine the characteristics of work teams and the process of establishing a cohesive work group.	QS LAP 6: Lean On Me (Teamwork Skills)	Demonstrate teamwork skills (CS) Participate as a team member (CS)
BM01.05	Investigate career opportunities in management and the skills, education, and training needed to succeed.	EI LAP 9: You've Got Personality (Personal Traits) PD LAP 15: Go For It! (Careers in Business) QS LAP 16: Got Potential? Assessing Strengths/Weaknesses—short version	Identify desirable personality traits important to business (PQ) Explain career opportunities in business (CS) Assess personal strengths and weaknesses (PQ) Assess personal interests and skills needed for success in business (PQ) Identify sources of career information (CS) Utilize job-search strategies (PQ) Complete a job application (PQ) Interview for a job (PQ) Write a follow-up letter after job interviews (CS) Write a letter of application (CS) Prepare a résumé (CS) Use networking techniques to identify employment opportunities (SP)
<b>B</b>	<b>THE MANAGEMENT ENVIRONMENT</b>		
<b>BM002.</b>	<b>Analyze the management functions and their implementation and integration within the business environment.</b>		
BM02.01	Explain the planning function and how the decision-making process is applied in business.	BA LAP 6: Manage This! (Nature of Management)--update 2009 MN LAP 43: External Planning Considerations  PD LAP 10: Weigh Your Options (Decision Making in Business) SM LAP 1: Plan Now, Succeed Later (Business Plan, Concept)	Explain the concept of management (CS)  Explain external planning considerations (SM:011, MN LAP 43) (MN) Make decisions (CS)  Explain the nature of business plans (MN) Conduct an organizational SWOT (SM:010) (ON) Describe the strategic planning process with an organization (MN)
BM02.02	Discuss the importance of goal setting within the context of the business environment.		Develop company goals/objectives (ON)
BM02.03	Compare/Contrast the basic forms of business ownership and their organizational variations.	BA LAP 7: Own It Your Way (Types of Business Ownership) BA LAP 9: Taking Care of Business (Business Ownership Selection)	Explain types of business ownership (CS)  Select form of business ownership (ON)

BM02.04	Explain the organizing function and how it is used to align resources and relationships to achieve business goals.	BA LAP 6: Manage This! (Nature of Management)--update 2009	Explain the concept of management (CS) Harmonize tasks, projects, and employees in the context of business priorities (SU)
BM02.05	Differentiate between leading and managing and identify appropriate leadership styles used in business situations.	MN LAP 41: Take the Lead! (update 2009) QS LAP 27: Follow Me! (Concept of Leadership)	Explain the nature of leadership in organizations (SU) Explain the concept of leadership (CS)
BM02.06	Relate management theories to the leading/directing functions of management.	BA LAP 6: Manage This! (update 2009)	Explain the concept of management (CS) Explain management theories and their applications (MN)
BM02.07	Discuss the importance of the evaluating/controlling function and determine adaptations when goals are not being achieved.	BA LAP 6: Manage This! (update 2009)	Explain the concept of management (CS) Describe the nature of managerial control (control process, types of control, what is controlled) (SP) Analyze operating results in relation to budget/industry (MN) Track performance of business plan (MN) Discuss the importance of the coordinating/controlling role in the business environment (MN) Apply benchmarking techniques (MN)
<b>BM003.</b>	<b>Examine the role of ethics and social responsibility in business decision making.</b>		
BM03.01	Explain the relationship between ethics and government laws and regulations.	Business Ethics (new 2009) EC LAP 8: Ready, Set, Compete! (Competition) (update fall, 2009) EC LAP 16: Regulate and Protect (Government and Business) EI LAP 4: Work Right (Ethical Work Habits) QS LAP 8: Do the Right Thing (Ethical Work Habits)—short version PP LAP 7: Consumer Protection in Product Planning	Explain the nature of business ethics (SP) Explain the concept of competition (CS)  Determine the relationship between government and business (CS) Demonstrate ethical work habits (PQ) Demonstrate ethical work habits (PQ)  Identify consumer protection provisions of appropriate agencies (SP)

BM03.02	Examine business codes of ethics and how they contribute to ethical business environments.	Business Ethics (new 2009)	<p>Explain the nature of business ethics (SP)</p> <p>Explain the nature of managerial ethics (MN)</p> <p>Explain the need for professional and ethical standards in marketing (SP)</p> <p>Explain the responsibility of individuals to apply ethical standards in marketing (SP)</p> <p>Explain consequences of unprofessional and/or unethical behavior in marketing (SP)</p> <p>Discuss legal ramifications of breaching rules and regulations (SP)</p>
BM03.03	Explain ways in which a business organization demonstrates social responsibility toward its internal and external stakeholders.	<p>EC LAP 20: Business Connections (Role of Business in Society)</p> <p>MK LAP 3: Just Do It...Right (Company Actions, Results)</p>	<p>Explain the role of business in society (CS)</p> <p>Demonstrate connections between company actions and results (e.g., influencing consumer buying behavior, gaining market share, etc.) (SP)</p>
BM03.04	Examine current and emerging ethical and social responsibility issues in a multinational business environment.	<p>Business Ethics (new 2009)</p> <p>EI LAP 11: Getting to Know You (Cultural Sensitivity)</p>	<p>Explain the nature of business ethics (SP)</p> <p>Exhibit cultural sensitivity (CS)</p> <p>Discuss the impact of cultural and social environments on global trade (SP)</p>
<b>C</b>	<b>HUMAN RESOURCES MANAGEMENT</b>		
<b>BM004.</b>	<b>Explain human resource functions and their importance to an organization's successful operation.</b>		
BM04.01	Evaluate recruitment sources and selection tools available to staff an organization.		<p>Determine hiring needs (SU)</p> <p>Develop strategies to market the organization to potential employees (MN)</p> <p>Screen applications/resumes (SU)</p> <p>Interview job applicants (SU)</p> <p>Administer and interpret employee selection tests</p> <p>Evaluate the effectiveness of recruitment sources (MN)</p> <p>Evaluate the use of alternative staffing methods (e.g., outsourcing, telecommuting, etc.) (MN)</p>
BM04.02	Discuss the benefits of training and development and lifelong learning as they relate to successful employee performance.	<p>MN LAP 42: Training and Human Resources Development</p> <p>MN LAP 44: Orienting New Employees</p>	<p>Explain the role of training and human resources development (SU)</p> <p>Orient new employees (management's role) (SU)</p> <p>Orient new employees (CS)</p> <p>Train staff (SU)</p> <p>Assess effectiveness of training (MN)</p> <p>Assess company's learning needs (SP)</p> <p>Develop training program (MN)</p>

BM04.03	Examine the employee evaluation process and its impact.		<p>Explain the nature of remedial action (SU)</p> <p>Assess employee performance (SU)</p> <p>Implement informal performance appraisals (MN)</p> <p>Assist supervisors with performance appraisal tools (MN)</p>
BM04.04	Discuss compensation plans, benefit packages, and incentive programs available to employees.		<p>Discuss employee compensation (SU)</p> <p>Explain the nature of benefit plans (e.g., health insurance, life insurance, retirement plans, educational assistance, health club, etc.) (SP)</p> <p>Explain the nature of retirement plans (SP)</p> <p>Explain standard relocation practices (SP)</p>
BM04.05	Investigate the criteria used in the promotion, transfer, discipline, or release of employees.		<p>Explain the nature of remedial action (HR:369) (SU)</p> <p>Discipline employees (MN)</p> <p>Dismiss/Fire employees (HR:358) (SU)</p> <p>Determine the strategic importance of employee exit (MN)</p> <p>Adhere to employment-at-will regulations (MN)</p> <p>Describe out-placement procedures and activities used in layoffs (SP)</p> <p>Release staff due to layoffs (MN)</p>
BM04.06	Describe the role of organized labor and its influence on government and business.	EC LAP 5: Organized Labor	<p>Explain the concept of organized labor and business (SP)</p> <p>Explain the nature of human resources regulations (SU)</p> <p>Explain the nature of workplace regulations (including OSHA, ADA) (SU)</p> <p>Explain labor-relations issues (SP)</p>
<b>D</b>	<b>COMMUNICATION AND INFORMATION MANAGEMENT</b>		
<b>BM005.</b>	<b>Develop communication skills needed to function effectively and efficiently in a business environment.</b>		
BM05.01	Discuss the communication channels used in business situations.	QS LAP 25: More Than Just Talk (Effective Communication)	Choose appropriate channel for workplace communication (CS)
BM05.02	Examine communication barriers and apply appropriate strategies for resolution.	<p>EI LAP 11: Getting to Know You (Cultural Sensitivity)</p> <p>QS LAP 1: Listen Up (Active Listening Skills)</p> <p>QS LAP 25: More Than Just Talk (Effective Communication)</p>	<p>Exhibit cultural sensitivity (CS)</p> <p>Demonstrate active listening skills (PQ)</p> <p>Explain the nature of effective communications (PQ)</p> <p>Interpret others' nonverbal cues (CO:059) (PQ)</p>

<b>BM006.</b>	<b>Utilize information and technology tools needed to conduct business effectively and efficiently.</b>		
BM06.01	Determine appropriate technology tools for business applications.		Discuss principles of computer systems (PQ) Use basic operating systems (PQ) Demonstrate basic web-search skills (PQ) Demonstrate basic word processing skills (PQ) Demonstrate basic presentation applications (PQ) Demonstrate basic database applications (PQ) Demonstrate basic spreadsheet applications (PQ)
BM06.02	Analyze the management information systems used in decision-making, prediction and control.	NF LAP 1: Record It (Business Records)	Describe the nature of business records (SP) Monitor internal records for business information (SP) Explain the strategic role of information systems/information communication technology within an organization (SP)
<b>E.</b>	<b>FINANCIAL MANAGEMENT</b>		
<b>BM007.</b>	<b>Analyze financial data in order to make short-term and long-term decisions.</b>		
BM07.01	Discuss the types of records used in business.	FI LAP 5: Show Me the Money (Nature of Accounting) NF LAP 1: Record It (Business Records) Nature of Information Management (new 2009)	Explain the concept of accounting (CS)  Describe the nature of business records (SP) Discuss the nature of information management (CS) Describe the need for financial information (CS)
BM07.02	Explain the different types of business budgets and how they are used.	FI LAP 3: Money Tracks (Nature of Budgets)	Describe the nature of budgets (SP)
BM07.03	Analyze data shown on financial statements.	FI LAP 4: Watch Your Bottom Line (Income Statements) FI LAP 6: Count the Cash (Cash Flow)	Describe the nature of income statements (SP)  Describe the nature of cash flow statements (SP) Explain the nature of balance sheets (SP) Calculate financial ratios (MN) Interpret financial statements (MN)
BM07.04	Determine important factors companies consider in obtaining the capital they need to operate.	FI LAP 2: Credit and Its Importance	Explain the purposes and importance of credit (CS) Explain the purposes and importance of obtaining business credit (ON) Explain sources of financial assistance (ON)

BM07.05	Evaluate ways to minimize and manage business risks.		<p>Explain the nature of risk management (MN)</p> <p>Describe the concept of insurance (CS)</p> <p>Identify speculative business risks (MN)</p> <p>Make critical decisions regarding acceptance of bank cards (ON)</p> <p>Discuss federal regulation of lending functions (SP)</p>
<b>F.</b>	<b>PRODUCTION AND MARKETING MANAGEMENT</b>		
<b>BM008.</b>	<b>Discuss the development, manufacturing, and marketing of products/services.</b>		
BM08.01	Examine methods and tools to design or redesign products.	<p>PP LAP 3: Product Mix (update fall, 2008)</p> <p>PM LAP 6: It's a Brand, Brand, Brand World! (Nature of Branding)--update fall, 2008</p> <p>PM LAP: Product/Service Management (new 2009)</p>	<p>Explain the concept of product mix (SP)</p> <p>Explain the nature of product/service branding (SP)</p> <p>Explain the nature and scope of the product/service management function (SP)</p> <p>Generate product ideas (SP)</p> <p>Identify product to fill customer need (MN)</p>
BM08.02	Discuss the factors to be considered in the manufacturing process.	<p>BA LAP 1: Nature of Production</p> <p>EC LAP 18: Make the Most of It (Productivity)</p>	<p>Explain the concept of production (OP:017, BA LAP 1) (CS)</p> <p>Explain the concept of productivity (CS)</p>
BM08.03	Explain how quality control relates to the efficiency and effectiveness of a company's products and services.		<p>Identify quality-control measures (SP)</p> <p>Describe crucial elements of a quality culture (SP)</p> <p>Describe the role of management in the achievement of quality (MN)</p> <p>Explain the nature of quality management (SP)</p>
BM08.04	Review basic marketing concepts and the elements of the marketing mix.	<p>BA LAP 11: Have It Your Way! (Marketing)</p> <p>IM LAP 7: Pick the Mix (Marketing Strategies)</p> <p>MK LAP 1: Work the Big Six (Marketing Functions)</p>	<p>Explain marketing and its importance in a global economy (CS)</p> <p>Explain the concept of marketing strategies (CS)</p> <p>Describe marketing functions and related activities (CS)</p> <p>Explain the nature of marketing plans (SP)</p> <p>Identify the impact of product life cycles on marketing decisions (SP)</p>