



Marketing Career Cluster Marketing Management Pathway Knowledge and Skill Statements

The Pathway Knowledge and Skills Chart describes what all/most learners/workers need to know and be able to do to demonstrate competence within a career pathway. Following the pathway description, there are four sets of knowledge and skill expectations:

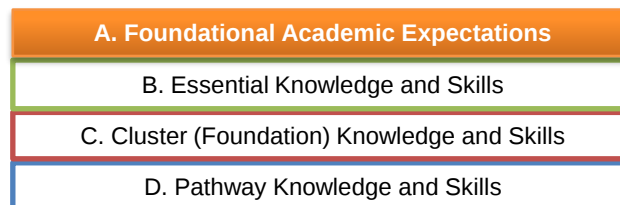


PATHWAY DESCRIPTION

Marketing Management: People with careers in marketing management formulate policies and direct the operations of businesses and corporations, nonprofit institutions and other organizations. In small firms, the owner or chief executive officer may assume all advertising, promotions, marketing, sales and public relations responsibilities. In large firms, which may offer numerous products and services nationally or even worldwide, an executive vice president directs overall advertising, promotions, marketing, sales and public relations policies.

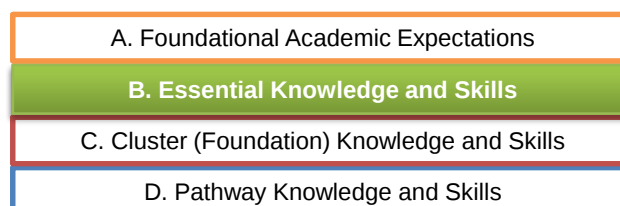
A. FOUNDATIONAL ACADEMIC EXPECTATIONS

All secondary students should meet their state's academic standards. All Essential Cluster and Pathway Knowledge and Skills are predicated on the assumption that foundational academic skills have been attained. Some knowledge and skill statements will further define critical linkages and applications of academics in the cluster and/or pathway.



B. ESSENTIAL KNOWLEDGE AND SKILLS

The following Essential Knowledge and Skill statements apply to careers in all clusters and pathways. Persons preparing for careers in this pathway should be able to demonstrate these skills in the context of this cluster and pathway.



Essential Topic ESS01	ACADEMIC FOUNDATIONS: <i>Achieve additional academic knowledge and skills required to pursue the full range of career and postsecondary education opportunities within a career cluster.</i>
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Marketing Career Cluster
Marketing Management Pathway
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ESS01.01	Complete required training, education, and certification to prepare for employment in a particular career field.
ESS01.01.01	Identify training, education and certification requirements for occupational choice.
ESS01.01.02	Participate in career-related training and/or degree programs.
ESS01.01.03	Pass certification tests to qualify for licensure and/or certification in chosen occupational area.
ESS01.02	Demonstrate language arts knowledge and skills required to pursue the full range of post-secondary education and career opportunities.
ESS01.02.01	Model behaviors that demonstrate active listening.
ESS01.02.02	Adapt language for audience, purpose, situation. (i.e. diction/structure, style).
ESS01.02.03	Organize oral and written information.
ESS01.02.04	Compose focused copy for a variety of written documents such as agendas, audio-visuals, bibliographies, drafts, forms/documents, notes, oral presentations, reports, and technical terminology.
ESS01.02.05	Edit copy to create focused written documents such as agendas, audio-visuals, bibliographies, drafts, forms/documents, notes, oral presentations, reports, and technical terminology.
ESS01.02.06	Comprehend key elements of oral and written information such as cause/effect, comparisons/contrasts, conclusions, context, purpose, charts/tables/graphs, evaluation/critiques, mood, persuasive text, sequence, summaries, and technical subject matter.
ESS01.02.07	Evaluate oral and written information for accuracy, adequacy/sufficiency, appropriateness, clarity, conclusions/solutions, fact/opinion, propaganda, relevancy, validity, and relationship of ideas.
ESS01.02.08	Identify assumptions, purpose, outcomes/solutions, and propaganda techniques.
ESS01.02.09	Predict potential outcomes and/or solutions based on oral and written information regarding trends.
ESS01.02.10	Present formal and informal speeches including discussion, information requests, interpretation, and persuasive arguments.
ESS01.03	Demonstrate mathematics knowledge and skills required to pursue the full range of post-secondary education and career opportunities.
ESS01.03.01	Identify whole numbers, decimals, and fractions.
ESS01.03.02	Demonstrate knowledge of basic arithmetic operations such as addition, subtraction, multiplication, and division.
ESS01.03.03	Demonstrate use of relational expressions such as equal to, not equal, greater than, less than, etc.
ESS01.03.04	Apply data and measurements to solve a problem.
ESS01.03.05	Analyze Mathematical problem statements for missing and/or irrelevant data.
ESS01.03.06	Construct charts/tables/graphs from functions and data.



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ESS01.03.07	Analyze data when interpreting operational documents.
ESS01.04	Demonstrate science knowledge and skills required to pursue the full range of post-secondary and career education opportunities.
ESS01.04.01	Evaluate scientific constructs including conclusions, conflicting data, controls, data, inferences, limitations, questions, sources of errors, and variables.
ESS01.04.02	Apply scientific methods in qualitative and quantitative analysis, data gathering, direct and indirect observation, predictions, and problem identification.
Essential Topic ESS02	COMMUNICATIONS: <i>Use oral and written communication skills in creating, expressing and interpreting information and ideas including technical terminology and information.</i>
ESS02.01	Select and employ appropriate reading and communication strategies to learn and use technical concepts and vocabulary in practice.
ESS02.01.01	Determine the most appropriate reading strategy for identifying the overarching purpose of a text (i.e. skimming, reading for detail, reading for meaning or critical analysis).
ESS02.01.02	Demonstrate use of content, technical concepts and vocabulary when analyzing information and following directions.
ESS02.01.03	Select the reading strategy or strategies needed to fully comprehend the content within a written document (i.e., skimming, reading for detail, reading for meaning or critical analysis).
ESS02.01.04	Interpret information, data, and observations to apply information learned from reading to actual practice.
ESS02.01.05	Transcribe information, data, and observations to apply information learned from reading to actual practice.
ESS02.01.06	Communicate information, data, and observations to apply information learned from reading to actual practice.
ESS02.02	Demonstrate use of the concepts, strategies, and systems for obtaining and conveying ideas and information to enhance communication in the workplace.
ESS02.02.01	Employ verbal skills when obtaining and conveying information.
ESS02.02.02	Record information needed to present a report on a given topic or problem.
ESS02.02.03	Write internal and external business correspondence that conveys and/or obtains information effectively.
ESS02.02.04	Communicate with other employees to clarify workplace objectives.
ESS02.02.05	Communicate effectively with customers and employees to foster positive relationships.



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ESS02.03	Locate, organize and reference written information from various sources to communicate with co-workers and clients/participants.
ESS02.03.01	Locate written information used to communicate with co-workers and customers.
ESS02.03.02	Organize information to use in written and oral communications.
ESS02.03.03	Reference the sources of information.
ESS02.04	Evaluate and use information resources to accomplish specific occupational tasks.
ESS02.04.01	Use informational texts, Internet web sites, and/or technical materials to review and apply information sources for occupational tasks.
ESS02.04.02	Evaluate the reliability of information from informational texts, Internet Web sites, and/or technical materials and resources.
ESS02.05	Use correct grammar, punctuation and terminology to write and edit documents.
ESS02.05.01	Compose multi-paragraph documents clearly, succinctly, and accurately.
ESS02.05.02	Use descriptions of audience and purpose when preparing and editing written documents.
ESS02.05.03	Use correct grammar, spelling, punctuation, and capitalization when preparing written documents.
ESS02.06	Develop and deliver formal and informal presentations using appropriate media to engage and inform audiences.
ESS02.06.01	Prepare oral presentations to provide information for specific purposes and audiences.
ESS02.06.02	Identify support materials that will enhance an oral presentation.
ESS02.06.03	Prepare support materials that will enhance an oral presentation.
ESS02.06.04	Deliver an oral presentation that sustains listeners' attention and interest.
ESS02.06.05	Align presentation strategies to the intended audience.
ESS02.06.06	Implement multi-media strategies for presentations.
ESS02.07	Interpret verbal and nonverbal cues/behaviors to enhance communication with co-workers and clients/participants.
ESS02.07.01	Interpret verbal behaviors when communicating with clients and co-workers.
ESS02.07.02	Interpret nonverbal behaviors when communicating with clients and co-workers.
ESS02.08	Apply active listening skills to obtain and clarify information.
ESS02.08.01	Interpret a given verbal message/information.
ESS02.08.02	Respond with restatement and clarification techniques to clarify
ESS02.09	Develop and interpret tables, charts, and figures to support written and oral communications.
ESS02.09.01	Create tables, charts, and figures to support written and oral communications.



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ESS02.09.02	Interpret tables, charts, and figures used to support written and oral communication.
ESS02.10	Listen to and speak with diverse individuals to enhance communication skills.
ESS02.10.01	Apply factors and strategies for communicating with a diverse workforce.
ESS02.10.02	Demonstrate ability to communicate and resolve conflicts within a diverse workforce.
ESS02.11	Exhibit public relations skills to increase internal and external customer/client satisfaction.
ESS02.11.01	Communicate effectively when developing positive customer/client relationships.
Essential Topic ESS03	PROBLEM-SOLVING AND CRITICAL THINKING: <i>Solve problems using critical thinking skills (analyze, synthesize, and evaluate) independently and in teams. Solve problems using creativity and innovation.</i>
ESS03.01	Employ critical thinking skills independently and in teams to solve problems and make decisions (e.g., analyze, synthesize and evaluate).
ESS03.01.01	Identify common tasks that require employees to use problem-solving skills.
ESS03.01.02	Analyze elements of a problem to develop creative solutions.
ESS03.01.03	Describe the value of using problem-solving and critical thinking skills to improve a situation or process.
ESS03.01.04	Create ideas, proposals, and solutions to problems.
ESS03.01.05	Evaluate ideas, proposals, and solutions to problems.
ESS03.01.06	Use structured problem-solving methods when developing proposals and solutions.
ESS03.01.07	Generate new and creative ideas to solve problems by brainstorming possible solutions.
ESS03.01.08	Critically analyze information to determine value to the problem-solving task.
ESS03.01.09	Guide individuals through the process of recognizing concerns and making informed decisions.
ESS03.01.10	Identify alternatives using a variety of problem-solving and critical thinking skills.
ESS03.01.11	Evaluate alternatives using a variety of problem-solving and critical thinking skills.
ESS03.02	Employ critical thinking and interpersonal skills to resolve conflicts with staff and/or customers.
ESS03.02.01	Analyze situations and behaviors that affect conflict management.
ESS03.02.02	Determine best options/outcomes for conflict resolution using critical thinking skills.
ESS03.02.03	Identify with others' feelings, needs, and concerns.
ESS03.02.04	Implement stress management techniques.



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ESS03.02.05	Resolve conflicts with/for customers using conflict resolution skills.
ESS03.02.06	Implement conflict resolution skills to address staff issues/problems.
ESS03.03	Identify, write and monitor workplace performance goals to guide progress in assigned areas of responsibility and accountability.
ESS03.03.01	Write realistic performance goals, objectives and action plans.
ESS03.03.02	Monitor performance goals and adjust as necessary.
ESS03.03.03	Recognize goal achievement using appropriate rewards in the workplace.
ESS03.03.04	Communicate goal achievement with managers and co-workers.
ESS03.04	Conduct technical research to gather information necessary for decision-making.
ESS03.04.01	Align the information gathered to the needs of the audience.
ESS03.04.02	Gather technical information and data using a variety of resources.
ESS03.04.03	Analyze information and data for value to the research objectives.
ESS03.04.04	Evaluate information and data to determine value to research objectives.

Essential Topic ESS04	INFORMATION TECHNOLOGY APPLICATIONS: <i>Use information technology tools specific to the career cluster to access, manage, integrate, and create information.</i>
ESS04.01	Use Personal Information Management (PIM) applications to increase workplace efficiency.
ESS04.01.01	Manage personal schedules and contact information.
ESS04.01.02	Create memos and notes.
ESS04.02	Employ technological tools to expedite workflow.
ESS04.02.01	Use information technology tools to manage and perform work responsibilities.
ESS04.03	Operate electronic mail applications to communicate within a workplace.
ESS04.03.01	Use email to share files and documents.
ESS04.03.02	Identify the functions and purpose of email systems.
ESS04.03.03	Use email to communicate within and across organizations.
ESS04.04	Operate Internet applications to perform workplace tasks.
ESS04.04.01	Access and navigate Internet (e.g., use a web browser).
ESS04.04.02	Search for information and resources.
ESS04.04.03	Evaluate Internet resources for reliability and validity.
ESS04.05	Operate writing and publishing applications to prepare business communications.
ESS04.05.01	Prepare simple documents and other business communications.
ESS04.05.02	Prepare reports and other business communications by integrating graphics and other non-text elements.
ESS04.05.03	Prepare complex multi-media publications.
ESS04.06	Operate presentation applications to prepare presentations.



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ESS04.06.01	Prepare presentations for training, sales and information sharing.
ESS04.06.02	Deliver presentations with supporting materials.
ESS04.07	Employ spreadsheet applications to organize and manipulate data.
ESS04.07.01	Create a spreadsheet.
ESS04.07.02	Perform calculations and analyses on data using a spreadsheet.
ESS04.08	Employ database applications to manage data.
ESS04.08.01	Manipulate data elements.
ESS04.08.02	Manage interrelated data elements.
ESS04.08.03	Analyze interrelated data elements.
ESS04.08.04	Generate reports showing interrelated data elements.
ESS04.09	Employ collaborative/groupware applications to facilitate group work.
ESS04.09.01	Facilitate group work through management of shared schedule and contact information.
ESS04.09.02	Facilitate group work through management of shared files and online information.
ESS04.09.03	Facilitate group work through instant messaging or virtual meetings.
ESS04.10	Employ computer operations applications to manage work tasks.
ESS04.10.01	Manage computer operations.
ESS04.10.02	Manage file storage.
ESS04.10.03	Compress or alter files.
ESS04.11	Use computer-based equipment (containing embedded computers or processors) to control devices.
ESS04.11.01	Operate computer driven equipment and machines.
ESS04.11.02	Use installation and operation manuals.
ESS04.11.03	Troubleshoot computer driven equipment and machines.
ESS04.11.04	Access support as needed to maintain operation of computer driven equipment and machines.

Essential Topic ESS05	SYSTEMS: <i>Understand roles within teams, work units, departments, organizations, inter-organizational systems, and the larger environment. Identify how key organizational systems affect organizational performance and the quality of products and services. Understand global context of industries and careers.</i>
ESS05.01	Describe the nature and types of business organizations to build an understanding of the scope of organizations.
ESS05.01.01	List the types and functions of businesses.
ESS05.01.02	Describe the types and functions of businesses.
ESS05.01.03	Explain the functions and interactions of common departments within a business.
ESS05.02	Implement quality control systems and practices to ensure quality products and services.



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ESS05.02.01 Describe quality control standards and practices common to the workplace.

Essential Topic ESS06	SAFETY, HEALTH AND ENVIRONMENTAL: <i>Understand the importance of health, safety, and environmental management systems in organizations and their importance to organizational performance and regulatory compliance. Follow organizational policies and procedures and contribute to continuous improvement in performance and compliance.</i>
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ESS06.01 Implement personal and jobsite safety rules and regulations to maintain safe and healthful working conditions and environments.

- ESS06.01.01 Assess workplace conditions with regard to safety and health.
- ESS06.01.02 Align safety issues with appropriate safety standards to ensure a safe workplace/jobsite.
- ESS06.01.03 Identify safety hazards common to workplaces.
- ESS06.01.04 Identify safety precautions to maintain a safe worksite.
- ESS06.01.05 Select appropriate personal protective equipment as needed for a safe workplace/jobsite.
- ESS06.01.06 Inspect personal protective equipment commonly used for selected career pathway.
- ESS06.01.07 Use personal protective equipment according to manufacturer rules and regulations.
- ESS06.01.08 Employ a safety hierarchy and communication system within the workplace/jobsite.
- ESS06.01.09 Implement safety precautions to maintain a safe worksite.

ESS06.02 Complete work tasks in accordance with employee rights and responsibilities and employers obligations to maintain workplace safety and health.

- ESS06.02.01 Identify rules and laws designed to promote safety and health in the workplace.
- ESS06.02.02 State the rationale of rules and laws designed to promote safety and health.

ESS06.03 Employ emergency procedures as necessary to provide aid in workplace accidents.

- ESS06.03.01 Use knowledge of First Aid procedures as necessary.
- ESS06.03.02 Use knowledge of CPR procedures as necessary.
- ESS06.03.03 Use safety equipment as necessary.

ESS06.04 Employ knowledge of response techniques to create a disaster and/or emergency response plan.

- ESS06.04.01 Complete an assessment of an emergency and/or disaster situation.
- ESS06.04.02 Create an emergency and/or disaster plan.

Essential Topic ESS07	LEADERSHIP AND TEAMWORK: <i>Use leadership and teamwork skills in collaborating with others to accomplish organizational goals and objectives.</i>
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ESS07.01	Employ leadership skills to accomplish organizational goals and objectives.
ESS07.01.01	Analyze the various roles of leaders within organizations (e.g. contribute ideas; share in building an organization; act as role models to employees by adhering to company policies, procedures, and standards; promote the organization's vision; and mentor others).
ESS07.01.02	Exhibit traits such as empowerment, risk, communication, focusing on results, decision-making, problem solution, and investment in individuals when leading a group in solving a problem.
ESS07.01.03	Exhibit traits such as compassion, service, listening, coaching, developing others, team development, and understanding and appreciating others when acting as a manager of others in the workplace.
ESS07.01.04	Exhibit traits such as enthusiasm, creativity, conviction, mission, courage, concept, focus, principle-centered living, and change when interacting with others in general.
ESS07.01.05	Consider issues related to self, team, community, diversity, environment, and global awareness when leading others.
ESS07.01.06	Exhibit traits such as innovation, intuition, adaptation, life-long learning and coachability to develop leadership potential over time.
ESS07.01.07	Analyze leadership in relation to trust, positive attitude, integrity, and willingness to accept key responsibilities in a work situation.
ESS07.01.08	Describe observations of outstanding leaders using effective management styles.
ESS07.01.09	Participate in civic and community leadership and teamwork opportunities to enhance skills.
ESS07.02	Employ organizational and staff development skills to foster positive working relationships and accomplish organizational goals.
ESS07.02.01	Implement organizational skills when facilitating others' work efforts.
ESS07.02.02	Explain how to manage a staff that satisfies work demands while adhering to budget constraints.
ESS07.02.03	Describe how staff growth and development to increase productivity and employee satisfaction.
ESS07.02.04	Organize team involvement within a group environment.
ESS07.02.05	Work with others to develop and gain commitment to team goals.
ESS07.02.06	Distribute responsibility and work load fairly.
ESS07.02.07	Model leadership and teamwork qualities to aid in employee morale.
ESS07.02.08	Identify best practices for successful team functioning.
ESS07.02.09	Explain best practices for successful team functioning.
ESS07.03	Employ teamwork skills to achieve collective goals and use team members' talents effectively.
ESS07.03.01	Work with others to achieve objectives in a timely manner.
ESS07.03.02	Promote the full involvement and use of team members' individual talents and skills.



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- ESS07.03.03 Employ conflict-management skills to facilitate solutions.
- ESS07.03.04 Demonstrate teamwork skills through working cooperatively with co-workers, supervisory staff, and others, both in and out of the organization, to achieve particular tasks.
- ESS07.03.05 Demonstrate teamwork processes that provide team building, consensus, continuous improvement, respect for the opinions of others, cooperation, adaptability, and conflict resolution.
- ESS07.03.06 Develop plans to improve team performance.
- ESS07.03.07 Demonstrate commitment to and a positive attitude toward team goals.
- ESS07.03.08 Take responsibility for shared group and individual work tasks.
- ESS07.03.09 Assist team members in completing their work.
- ESS07.03.10 Adapt effectively to changes in projects and work activities.
- ESS07.03.11 Negotiate effectively to arrive at decisions.

ESS07.04 Establish and maintain effective working relationships with all levels of personnel and other departments in order to accomplish objectives and tasks.

- ESS07.04.01 Build effective working relationships using interpersonal skills.
- ESS07.04.02 Use positive interpersonal skills to work cooperatively with co-workers representing different cultures, genders and backgrounds.
- ESS07.04.03 Manage personal skills to accomplish assignments.
- ESS07.04.04 Treat people with respect.
- ESS07.04.05 Provide constructive praise and criticism.
- ESS07.04.06 Demonstrate sensitivity to and value for diversity.
- ESS07.04.07 Manage stress and control emotions.

ESS07.05 Conduct and participate in meetings to accomplish work tasks.

- ESS07.05.01 Develop meeting goals, objectives and agenda.
- ESS07.05.02 Assign responsibilities for preparing materials and leading discussions.
- ESS07.05.03 Prepare materials for leading discussion.
- ESS07.05.04 Assemble and distribute meeting materials.
- ESS07.05.05 Conduct meeting to achieve objectives within scheduled time.
- ESS07.05.06 Demonstrate effective communication skills in meetings.
- ESS07.05.07 Produce meeting minutes including decisions and next steps.
- ESS07.05.08 Use parliamentary procedure, as needed, to conduct meetings.

ESS07.06 Employ mentoring skills to inspire and teach others.

- ESS07.06.01 Use motivational techniques to enhance performance in others.
- ESS07.06.02 Provide guidance to enhance performance in others.

Essential Topic ESS08 ETHICS AND LEGAL RESPONSIBILITIES: *Know and understand the importance of professional ethics and legal responsibilities.*

ESS08.01 Apply ethical reasoning to a variety of workplace situations in order to make ethical decisions.

- ESS08.01.01 Evaluate alternative responses to workplace situations based on legal responsibilities and employer policies.
- ESS08.01.02 Evaluate alternative responses to workplace situations based on personal or professional ethical responsibilities.



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ESS08.01.03	Identify personal and long-term workplace consequences of unethical or illegal behaviors.
ESS08.01.04	Explain personal and long-term workplace consequences of unethical or illegal behaviors.
ESS08.01.05	Determine the most appropriate response to workplace situations based on legal and ethical considerations.
ESS08.01.06	Explain the most appropriate response to workplace situations based on legal and ethical considerations.
ESS08.02	Interpret and explain written organizational policies and procedures to help employees perform their jobs according to employer rules and expectations.
ESS08.02.01	Locate information on organizational policies in handbooks and manuals.
ESS08.02.02	Discuss how specific organizational policies and procedures influence a specific work situation.
Essential Topic ESS09	EMPLOYABILITY AND CAREER DEVELOPMENT: <i>Know and understand the importance of employability skills. Explore, plan, and effectively manage careers. Know and understand the importance of entrepreneurship skills.</i>
ESS09.01	Identify and demonstrate positive work behaviors and personal qualities needed to be employable.
ESS09.01.01	Demonstrate self-discipline, self-worth, positive attitude, and integrity in a work situation.
ESS09.01.02	Demonstrate flexibility and willingness to learn new knowledge and skills.
ESS09.01.03	Exhibit commitment to the organization.
ESS09.01.04	Identify how work varies with regard to site, from indoor confined spaces to outdoor areas, including aerial space and a variety of climatic and physical conditions.
ESS09.01.05	Apply communication strategies when adapting to a culturally diverse environment.
ESS09.01.06	Manage resources in relation to the position (i.e. budget, supplies, computer, etc).
ESS09.01.07	Identify positive work-qualities typically desired in each of the career cluster's pathways.
ESS09.01.08	Manage work roles and responsibilities to balance them with other life roles and responsibilities.
ESS09.02	Develop a personal career plan to meet career goals and objectives.
ESS09.02.01	Develop career goals and objectives as part of a plan for future career direction.
ESS09.02.02	Develop strategies to reach career objectives.
ESS09.03	Demonstrate skills related to seeking and applying for employment to find and obtain a desired job.



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- ESS09.03.01 Use multiple resources to locate job opportunities.
- ESS09.03.02 Prepare a résumé.
- ESS09.03.03 Prepare a letter of application.
- ESS09.03.04 Complete an employment application.
- ESS09.03.05 Interview for employment.
- ESS09.03.06 List the standards and qualifications that must be met in order to enter a given industry.
- ESS09.03.07 Employ critical thinking and decision-making skills to exhibit qualifications to a potential employer.

ESS09.04 Maintain a career portfolio to document knowledge, skills and experience in a career field.

- ESS09.04.01 Select educational and work history highlights to include in a career portfolio.
- ESS09.04.02 Produce a record of work experiences, licenses, certifications and products.
- ESS09.04.03 Organize electronic or physical portfolio for use in demonstrating knowledge, skills and experiences.

ESS09.05 Demonstrate skills in evaluating and comparing employment opportunities in order to accept employment positions that match career goals.

- ESS09.05.01 Compare employment opportunities to individual needs and career plan objectives.
- ESS09.05.02 Evaluate employment opportunities based upon individual needs and career plan objectives.
- ESS09.05.03 Demonstrate appropriate methods for accepting or rejecting employment offers.

ESS09.06 Identify and exhibit traits for retaining employment to maintain employment once secured.

- ESS09.06.01 Model behaviors that demonstrate reliability and dependability.
- ESS09.06.02 Maintain appropriate dress and behavior for the job to contribute to a safe and effective workplace/jobsite.
- ESS09.06.03 Complete required employment forms and documentation such as I-9 form, work visa, W-4 and licensures to meet employment requirements.
- ESS09.06.04 Summarize key activities necessary to retain a job in the industry.
- ESS09.06.05 Identify positive work behaviors and personal qualities necessary to retain employment.

ESS09.07 Identify and explore career opportunities in one or more career pathways to build an understanding of the opportunities available in the cluster.

- ESS09.07.01 Locate and identify career opportunities that appeal to personal career goals.
- ESS09.07.02 Match personal interest and aptitudes to selected careers.



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ESS09.08	Recognize and act upon requirements for career advancement to plan for continuing education and training.
ESS09.08.01	Identify opportunities for career advancement.
ESS09.08.02	Pursue education and training opportunities to acquire skills necessary for career advancement.
ESS09.08.03	Examine the organization and structure of various segments of the industry to prepare for career advancement.
ESS09.08.04	Research local and regional labor (workforce) market and job growth information to project potential for advancement.
ESS09.08.05	Manage employment relations to make career advancements.
ESS09.09	Continue professional development to keep current on relevant trends and information within the industry.
ESS09.09.01	Use self assessment, organizational priorities, journals, Internet sites, professional associations, peers and other resources to develop goals that address training, education and self-improvement issues.
ESS09.09.02	Read trade magazines and journals, manufacturers' catalogues, industry publications and Internet sites to keep current on industry trends.
ESS09.09.03	Participate in relevant conferences, workshops, mentoring activities and in-service training to stay current with recent changes in the field.
ESS09.10	Examine licensing, certification and credentialing requirements at the national, state and local levels to maintain compliance with industry requirements.
ESS09.10.01	Examine continuing education requirements related to licensing, certification, and credentialing requirements at the local, state and national levels for chosen occupation.
ESS09.10.02	Examine the procedures and paperwork involved in maintaining and updating licensure, certification and credentials for chosen occupation.
ESS09.10.03	Align ongoing licensing, certification and credentialing requirements to career plans and goals.
ESS09.11	Examine employment opportunities in entrepreneurship to consider entrepreneurship as an option for career planning.
ESS09.11.01	Describe the opportunities for entrepreneurship in a given industry.

Essential Topic
ESS10

TECHNICAL SKILLS: *Use of technical knowledge and skills required to pursue careers in all career cluster, including knowledge of design, operation, and maintenance of technological systems critical to the career cluster.*

ESS10.01	Employ information management techniques and strategies in the workplace to assist in decision-making.
ESS10.01.01	Use information literacy skills when accessing, evaluating and disseminating information.
ESS10.01.02	Describe the nature and scope of information management.
ESS10.01.03	Maintain records to facilitate ongoing business operations.

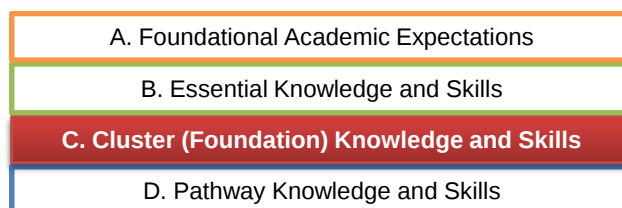


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ESS10.02	Employ planning and time management skills and tools to enhance results and complete work tasks.
ESS10.02.01	Develop goals and objectives.
ESS10.02.02	Prioritize tasks to be completed.
ESS10.02.03	Develop timelines using time management knowledge and skills.
ESS10.02.04	Use project-management skills to improve workflow and minimize costs.

C. CLUSTER (FOUNDATION) KNOWLEDGE AND SKILLS

The following Cluster (Foundation) Knowledge and Skill statements apply to all careers in the Marketing Cluster. Persons preparing for careers in the Marketing Cluster should be able to demonstrate these skills in addition to those found on the Essential Knowledge and Skills Chart.



Cluster Topic MKC01	ACADEMIC FOUNDATIONS: <i>Achieve additional academic knowledge and skills required to pursue the full range of career and postsecondary education opportunities within a career cluster.</i>
MKC01.01	Solve mathematical problems to obtain information for marketing decision-making.
MKC01.01.01 <i>Sample Indicators</i>	Employ numbers and operations in marketing. Recognize relationships among numbers Employ mathematical operations Perform computations successfully Predict reasonable estimations
MKC01.01.02 <i>Sample Indicators</i>	Apply algebraic skills in marketing. Recognize patterns and mathematical relations Use algebraic symbols to represent, solve, and analyze mathematical problems Create mathematical models from real-life situations Represent changes in quantities mathematically Determine rate of change mathematically Interpret graphical and numerical data
MKC01.01.03 <i>Sample Indicators</i>	Employ measurement skills in marketing. Recognize measurable attributes of objects Take measurements correctly
MKC01.01.04 <i>Sample Indicators</i>	Perform data analysis of marketing problems. Formulate questions effectively Collect relevant data Organize useful data Answer questions appropriately Employ appropriate statistical methods in data analysis Develop and evaluate inferences and predictions Apply basic concepts of probability



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MKC01.01.05 Implement mathematical problem-solving techniques in marketing.
Sample Indicators Identify problem-solving techniques
 Apply a variety of problem-solving strategies
 Adjust problem-solving strategies, when needed

MKC01.02 Understand the economic principles and concepts fundamental to business operations.

MKC01.02.01 Describe fundamental economic concepts used in marketing.
Sample Indicators Distinguish between economic goods and services
 Explain the concept of economic resources
 Describe the concepts of economics and economic activities
 Determine economic utilities created by business activities
 Explain the principles of supply and demand
 Describe the functions of prices in markets

MKC01.02.02 Describe the nature of business to show its contributions to society.
Sample Indicators Explain the role of business in society
 Describe types of business activities
 Explain the organizational design of businesses
 Discuss the global environment in which businesses operate
 Describe factors that affect the business environment
 Explain how organizations adapt to today's markets

MKC01.02.03 Explain economic systems in which marketing activities are performed.
Sample Indicators Explain the types of economic systems
 Explain the concept of private enterprise
 Identify factors affecting a business's profit
 Determine factors affecting business risk
 Explain the concept of competition
 Describe market structures

MKC01.02.04 Acquire knowledge of the impact of government on business activities to make informed economic decisions.
Sample Indicators Determine the relationship between government and business
 Describe the nature of taxes
 Discuss the nature of monetary policy
 Discuss the supply and demand for money
 Explain the role of the Federal Reserve System
 Explain the concept of fiscal policies
 Describe the effects of fiscal and monetary policies

MKC01.02.05 Analyze cost/profit relationships to guide business decision-making.
Sample Indicators Explain the concept of productivity
 Analyze impact of specialization/division of labor on productivity
 Explain the concept of organized labor and business
 Explain the impact of the law of diminishing returns
 Describe the concept of economies of scale

MKC01.02.06 Describe economic indicators that can impact marketing activities.
Sample Indicators Describe the concept of price stability as an economic measure
 Discuss the measure of consumer spending as an economic indicator
 Discuss the impact of a nation's unemployment rates
 Explain the concept of Gross Domestic Product
 Describe the economic impact of inflation on business
 Explain unemployment and inflation tradeoffs
 Explain the economic impact of interest-rate fluctuations



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Determine the impact of business cycles on business activities

MKC01.02.07 **Determine global trade's impact on business decision-making.**
Sample Indicators Explain the nature of global trade
 Describe the determinants of exchange rates and their effects on the domestic economy
 Discuss the impact of cultural and social environments on global trade
 Explain labor issues associated with global trade

MKC01.03 Integrate sociological knowledge of group behavior to understand customer decision-making.

MKC01.03.01 **Employ sociological knowledge to facilitate marketing activities.**
Sample Indicators Analyze and interpret complex societal issues, events, and problems
 Analyze researched information and statistics
 Reach reasoned conclusions
 Examine social beliefs, influences, and behavior
 Analyze group dynamics
 Assess human behavior

MKC01.04 Integrate psychological knowledge to understand customer motivation.

MKC01.04.01 **Apply psychological knowledge to facilitate marketing activities.**
Sample Indicators Recognize factors influencing perception
 Identify sources of attitude formation
 Assess methods used to evaluate attitudes
 Identify basic social and cultural strata
 Determine behavioral effects of social and cultural strata
 Analyze effects of others on individual behavior
 Predict likelihood of conformity and obedience
 Determine significance of aggression
 Recognize factors affecting personality
 Evaluate the nature of change over a lifetime
 Identify sources of stress
 Detail reactions to stress
 Employ strategies for dealing with stress
 Investigate factors affecting motivation
 Analyze cues to basic drives/motives
 Analyze the development of motives

Cluster Topic MKC02

COMMUNICATIONS: Use oral and written communication skills in creating, expressing and interpreting information and ideas including technical terminology and information.

MKC02.01 Obtain and convey ideas and information in marketing to facilitate business operations.

MKC02.01.01 **Read to acquire meaning from written material and to apply the information to marketing tasks.**

Sample Indicators Identify sources that provide relevant, valid written material
 Extract relevant information from written materials
 Apply written directions to achieve tasks
 Analyze company resources to ascertain policies and procedures

MKC02.01.02 **Apply active listening skills in marketing.**
Sample Indicators Explain communication techniques that support and encourage speakers



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	Follow oral directions Demonstrate active listening skills
MKC02.01.03 <i>Sample Indicators</i>	Apply verbal skills in performing marketing activities. Explain the nature of effective verbal communications Ask relevant questions Interpret others' nonverbal cues Provide legitimate responses to inquiries Give verbal directions Employ communication styles appropriate to target audience Defend ideas objectively Handle telephone calls in a businesslike manner Participate in group discussions Make oral presentations
MKC02.01.04 <i>Sample Indicators</i>	Record information when performing marketing activities. Utilize note-taking strategies Organize information graphically Select and use appropriate graphic aids
MKC02.01.05 <i>Sample Indicators</i>	Write internal and external business correspondence in marketing. Explain the nature of effective written communications Select and utilize appropriate formats for professional writing Edit and revise written work consistent with professional standards Write professional e-mails Write and send business messages electronically Write business letters Write informational messages Write inquiries Write persuasive messages Write executive summaries Prepare simple written reports Prepare complex written reports Write proposals
MKC02.01.06 <i>Sample Indicators</i>	Communicate with staff to clarify workplace objectives. Explain the nature of staff communication Choose appropriate channel for workplace communication Participate in a staff meeting Provide directions for completing job tasks Update employees on business and economic trends Conduct a staff meeting
MKC02.01.07 <i>Sample Indicators</i>	Communicate effectively with customers to foster positive relationships that enhance company image. Explain the nature of effective communication Reinforce service orientation through communication Respond to customer inquiries Adapt communication to the cultural and social differences among clients Interpret business policies to customers/clients
MKC02.01.08 <i>Sample Indicators</i>	Use communication skills to influence others. Persuade others Demonstrate negotiation skills



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Cluster Topic MKC03	PROBLEM-SOLVING AND CRITICAL THINKING: <i>Solve problems using critical thinking skills (analyze, synthesize, and evaluate) independently and in teams. Solve problems using creativity and innovation.</i> <i>No additional statements in the topic beyond those found in the Essential Knowledge and Skills Chart.</i>
Cluster Topic MKC04	INFORMATION TECHNOLOGY APPLICATIONS: <i>Use information technology tools specific to the career cluster to access, manage, integrate, and create information.</i>
MKC04.01 MKC04.01.01 <i>Sample Indicators</i>	Apply technological tools in marketing to expedite workflow. Utilize information-technology tools in marketing. Identify ways that technology impacts business Explain the role of information systems Discuss principles of computer systems Use basic operating systems Describe the scope of the Internet Demonstrate basic e-mail functions Demonstrate personal information management/ productivity applications Demonstrate basic web-search skills Demonstrate basic word processing skills Demonstrate basic presentation applications Demonstrate basic database applications Demonstrate basic spreadsheet applications Use an integrated business software application package Demonstrate collaborative/groupware applications Create and post basic web page
Cluster Topic MKC05	SYSTEMS: <i>Understand roles within teams, work units, departments, organizations, inter-organizational systems, and the larger environment. Identify how key organizational systems affect organizational performance and the quality of products and services. Understand global context of industries and careers.</i>
MKC05.01	Understand the concepts, processes, and skills associated with identifying new ideas, opportunities, and methods and with creating or starting a new marketing project or business venture.
MKC05.01.01 <i>Sample Indicators</i>	Employ entrepreneurial discovery strategies in marketing. Explain the need for entrepreneurial discovery Discuss entrepreneurial discovery processes Assess global trends and opportunities Determine opportunities for venture creation Assess opportunities for venture creation Describe idea-generation methods Generate venture ideas Determine feasibility of venture ideas
MKC05.01.02 <i>Sample Indicators</i>	Develop concept for new marketing project or business venture. Describe entrepreneurial planning considerations Explain tools used by entrepreneurs for venture planning



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	Assess start-up requirements
	Assess risks associated with venture
	Describe external resources useful to entrepreneurs during concept development
	Assess the need to use external resources for concept development
	Describe strategies to protect intellectual property
	Use components of business plan to define venture idea
MKC05.01.03	Determine needed resources for a new marketing project or business venture.
<i>Sample Indicators</i>	Describe processes used to acquire adequate financial resources for venture creation/start-up
	Select sources to finance venture creation/start-up
	Explain factors to consider in determining a venture's human-resource needs
	Explain considerations in making the decision to hire staff
	Describe considerations in selecting capital resources
	Identify capital resources needed for the venture
	Assess the costs/benefits associated with resources
MKC05.01.04	Actualize new marketing project or business venture.
<i>Sample Indicators</i>	Use external resources to supplement entrepreneur's expertise
	Explain the complexity of business operations
	Evaluate risk-taking opportunities
	Explain the need for business systems and procedures
	Describe the use of operating procedures
	Explain methods/processes for organizing workflow
	Develop and/or provide product/service
	Use creative problem-solving in business activities/decisions
	Explain the impact of resource productivity on venture success
	Create processes for ongoing opportunity recognition
	Develop plan to invest resources into improving current products or creating new ones
	Adapt to changes in business environment
MKC05.01.05	Select harvesting strategies for marketing project or business venture.
<i>Sample Indicators</i>	Explain the need for continuation planning
	Describe methods of venture harvesting
	Evaluate options for continued venture involvement
	Develop exit strategies
MKC05.02	Analyze accounting systems to examine their contribution to the fiscal stability of businesses.
MKC05.02.01	Acquire a foundational knowledge of accounting to understand its nature and scope.
<i>Sample Indicators</i>	Explain the concept of accounting
	Explain the need for accounting standards (GAAP)
	Discuss the role of ethics in accounting
	Explain the use of technology in accounting
	Explain legal considerations for accounting
MKC05.02.02	Implement accounting procedures to track money flow and to determine financial status.
<i>Sample Indicators</i>	Describe the nature of cash flow statements
	Prepare cash flow statements
	Explain the nature of balance sheets



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Describe the nature of income statements

MKC05.03	Understand tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources for marketing activities.
MKC05.03.01	Acquire a foundational knowledge of finance to understand its nature and scope.
<i>Sample Indicators</i>	Explain the role of finance in business Discuss the role of ethics in finance Explain legal considerations for finance
MKC05.04	Understand the tools techniques, and systems that marketers use to plan, staff, lead, and organize their human resources.
MKC05.04.01	Understand the role and function of human resources management in marketing.
<i>Sample Indicators</i>	Discuss the nature of human resources management Explain the role of ethics in human resources management Describe the use of technology in human resources management
MKC05.05	Understand the tools, techniques, and systems that marketers use to create, communicate, and deliver value to customers and to manage customer relationships in ways that benefit the organization and its stakeholders.
MKC05.05.01	Describe marketing's role and function in business.
<i>Sample Indicators</i>	Explain marketing and its importance in a global economy Describe marketing functions and related activities
MKC05.05.02	Acquire foundational knowledge of customer/client/business behavior to understand what motivates decision-making.
<i>Sample Indicators</i>	Explain customer/client/business buying behavior Discuss actions employees can take to achieve the company's desired results Demonstrate connections between company actions and results (e.g., influencing consumer buying behavior, gaining market share, etc.)
MKC05.05.03	Determine a company's unique selling proposition to recognize what sets the company apart from its competitors.
<i>Sample Indicators</i>	Identify company's unique selling proposition Identify internal and external service standards
MKC05.06	Understand the techniques and strategies used to foster positive, ongoing relationships with customers.
MKC05.06.01	Foster positive relationships with customers to enhance company image.
<i>Sample Indicators</i>	Explain the nature of positive customer relations Demonstrate a customer-service mindset Explain management's role in customer relations
MKC05.06.02	Reinforce company's image to exhibit the company's brand promise.
<i>Sample Indicators</i>	Identify company's brand promise Determine ways of reinforcing the company's image through employee performance
MKC05.06.03	Describe the nature of customer relationship management to show its contributions to a company.
<i>Sample Indicators</i>	Discuss the nature of customer relationship management



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Explain the role of ethics in customer relationship management
Describe the use of technology in customer relationship management

MKC05.07 Monitor, plan, and control the day-to-day activities required for continued business operations.

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| MKC05.07.01 | Describe operation's role and function in business. |
| <i>Sample Indicators</i> | <ul style="list-style-type: none"> Explain the nature of operations Discuss the role of ethics in operations Describe the use of technology in operations |
| MKC05.07.02 | Implement purchasing activities to obtain business supplies and equipment. |
| <i>Sample Indicators</i> | <ul style="list-style-type: none"> Explain the nature and scope of purchasing Place orders/reorders Maintain inventory of supplies Manage the bid process in purchasing Select vendors Evaluate vendor's performance |
| MKC05.07.03 | Explain production's role and function in business. |
| <i>Sample Indicators</i> | <ul style="list-style-type: none"> Explain the concept of production Describe production activities |
| MKC05.07.04 | Implement quality-control processes to minimize errors and to expedite workflow. |
| <i>Sample Indicators</i> | <ul style="list-style-type: none"> Identify quality-control measures Utilize quality control methods at work Describe crucial elements of a quality culture Describe the role of management in the achievement of quality Establish efficient operating systems |

Cluster Topic MKC06

SAFETY, HEALTH AND ENVIRONMENTAL: *Understand the importance of health, safety, and environmental management systems in organizations and their importance to organizational performance and regulatory compliance. Follow organizational policies and procedures and contribute to continuous improvement in performance and compliance.*

MKC06.01 Implement safety, health, and environmental controls to enhance productivity in marketing.

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| MKC06.01.01 | Adhere to health and safety regulations to support a safe work environment. |
| <i>Sample Indicators</i> | <ul style="list-style-type: none"> Describe health and safety regulations in business Report noncompliance with business health and safety regulations |
| MKC06.01.02 | Implement safety procedures to minimize loss. |
| <i>Sample Indicators</i> | <ul style="list-style-type: none"> Follow instructions for use of equipment, tools, and machinery Follow safety precautions Maintain a safe work environment Explain procedures for handling accidents Handle and report emergency situations |
| MKC06.01.03 | Determine needed safety policies/procedures to protect employees. |
| <i>Sample Indicators</i> | <ul style="list-style-type: none"> Identify potential safety issues Establish safety policies and procedures |
| MKC06.01.04 | Implement security policies/procedures to minimize chance for loss. |



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<i>Sample Indicators</i>	Explain routine security precautions Follow established security procedures/policies Protect company information and intangibles
MKC06.01.05	Develop policies/procedures to protect workplace security.
<i>Sample Indicators</i>	Identify potential security issues Establish policies to protect company information and intangibles Establish policies to maintain a non-hostile work environment Establish policies and procedures to maintain physical security of the work environment

Cluster Topic MKC07	LEADERSHIP AND TEAMWORK: <i>Use leadership and teamwork skills in collaborating with others to accomplish organizational goals and objectives.</i>
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No additional statements in the topic beyond those found in the Essential Knowledge and Skills Chart.

Cluster Topic MKC08	ETHICS AND LEGAL RESPONSIBILITIES: <i>Know and understand the importance of professional ethics and legal responsibilities.</i>
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MKC08.01	Understand business's responsibility to know and abide by laws, regulations, and ethical behavior that affect business operations and transactions.
MKC08.01.01	Employ ethical actions in obtaining and providing information to acquire others' confidence.
<i>Sample Indicators</i>	Respect the privacy of others Explain ethical considerations in providing information Protect confidential information Determine information appropriate to obtain from a client or another employee
MKC08.01.02	Apply ethics to demonstrate trustworthiness.
<i>Sample Indicators</i>	Explain the nature of business ethics Demonstrate responsible behavior Demonstrate honesty and integrity Demonstrate ethical work habits
MKC08.01.03	Manage internal and external business relationships to foster positive interactions.
<i>Sample Indicators</i>	Treat others fairly at work Describe ethics in human resources issues
MKC08.01.04	Acquire foundational knowledge of business laws and regulations to understand their nature and scope.
<i>Sample Indicators</i>	Discuss the nature of law and sources of law in the United States Describe the United States' judicial system Describe legal issues affecting businesses
MKC08.01.05	Explain the civil foundations of the legal environment of business to demonstrate knowledge of contracts.
<i>Sample Indicators</i>	Identify the basic torts relating to business enterprises Describe the nature of legally binding contracts
MKC08.01.06	Explore the regulatory environment of United States' businesses to understand the diversity of regulations.
<i>Sample Indicators</i>	Describe the nature of legal procedure



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	Discuss the nature of debtor-creditor relationships
	Explain the nature of agency relationships
	Discuss the nature of environmental law
	Discuss the role of administrative law
MKC08.01.07	Explain human resources laws and regulations to facilitate business operations.
<i>Sample Indicators</i>	Explain the nature of human resources regulations
	Explain the nature of workplace regulations (including OSHA, ADA)
	Discuss employment relationships
MKC08.01.08	Apply knowledge of business ownership to establish and continue business operations.
<i>Sample Indicators</i>	Explain types of business ownership
	Select form of business ownership
MKC08.01.09	Acquire knowledge of commerce laws and regulations to continue business operations.
<i>Sample Indicators</i>	Explain the nature of trade regulations
	Describe the impact of anti-trust legislation
MKC08.01.10	Explain tax laws and regulations to adhere to government requirements.
<i>Sample Indicators</i>	Explain the nature of tax regulations on business
	Explain the nature of businesses' reporting requirements
	Develop strategies for legal/government compliance

Cluster Topic MKC09

EMPLOYABILITY AND CAREER DEVELOPMENT: *Know and understand the importance of employability skills. Explore, plan, and effectively manage careers. Know and understand the importance of entrepreneurship skills.*

MKC09.01	Understand concepts, tools, and strategies used to explore, obtain, and develop in a marketing career.
MKC09.01.01	Foster self-understanding to recognize the impact of personal feelings on others.
<i>Sample Indicators</i>	Describe the nature of emotional intelligence
	Explain the concept of self-esteem
	Recognize personal biases and stereotypes
	Assess personal strengths and weaknesses
MKC09.01.02	Acquire self-development skills for success in marketing careers.
<i>Sample Indicators</i>	Maintain appropriate personal appearance
	Demonstrate systematic behavior
	Set personal goals
	Use feedback for personal growth
MKC09.01.03	Develop personal traits to foster career advancement in marketing.
<i>Sample Indicators</i>	Identify desirable personality traits important to business
	Exhibit a positive attitude
	Exhibit self-confidence
	Demonstrate interest and enthusiasm
	Demonstrate initiative
	Foster positive working relationships
MKC09.01.04	Participate in career-planning in marketing.
<i>Sample Indicators</i>	Assess personal interests and skills needed for success in business



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	Analyze employer expectations in the business environment Explain the rights of workers Identify sources of career information Identify tentative occupational interest Explain employment opportunities in business
MKC09.01.05 <i>Sample Indicators</i>	Implement job-seeking skills to obtain employment in marketing. Utilize job-search strategies Complete a job application Interview for a job Write a follow-up letter after job interviews Write a letter of application Prepare a résumé Use networking techniques to identify employment opportunities
MKC09.01.06 <i>Sample Indicators</i>	Utilize career-advancement activities to enhance professional development in marketing careers. Describe techniques for obtaining work experience (e.g., volunteer activities, internships) Explain the need for ongoing education as a worker Explain possible advancement patterns for jobs Identify skills needed to enhance career progression Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors)

Cluster Topic MKC10	TECHNICAL SKILLS: Use the technical knowledge and skills required to pursue the targeted careers for all pathways in the career cluster, including knowledge of design, operation, and maintenance of technological systems critical to the career cluster.
MKC10.01	Understand tools and strategies used to access, process, maintain, evaluate, and disseminate marketing information to assist with business decision-making.
MKC10.01.01 <i>Sample Indicators</i>	Use information literacy skills in marketing. Assess information needs Obtain needed information efficiently Evaluate quality and source of information Apply information to accomplish a task Store information for future use
MKC10.01.02 <i>Sample Indicators</i>	Acquire a foundational knowledge of information management. Discuss the nature of information management Explain the role of ethics in information management Explain legal issues associated with information management
MKC10.01.03 <i>Sample Indicators</i>	Maintain business records to facilitate marketing operations. Describe the nature of business records Maintain customer records
MKC10.01.04 <i>Sample Indicators</i>	Acquire information that can be used to guide business decision-making. Describe current business trends Monitor internal records for business information Conduct an environmental scan to obtain business information



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Interpret statistical findings

MKC10.01.05 Utilize project-management skills in marketing.
Sample Indicators Explain the nature of project management
 Identify resources needed for project
 Develop project plan
 Apply project-management tools to monitor project progress
 Evaluate project results

MKC10.02 Maintain, control, and plan the use of financial resources to protect solvency.

MKC10.02.01 Explain the fundamental principles of money needed to make financial exchanges.
Sample Indicators Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.)
 Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.)
 Describe functions of money (medium of exchange, unit of measure, store of value)
 Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments, etc.)
 Explain the time value of money
 Explain the purposes and importance of credit
 Explain legal responsibilities associated with financial exchanges

MKC10.02.02 Analyze financial needs and goals.
Sample Indicators Explain the nature of financial needs (e.g., college, retirement, wills, insurance, etc.)

Set financial goals
 Develop personal budget

MKC10.02.03 Manage personal finances to achieve financial goals.
Sample Indicators Explain the nature of tax liabilities
 Interpret a pay stub
 Read and reconcile bank statements
 Maintain financial records
 Demonstrate the wise use of credit
 Validate credit history
 Protect against identity theft
 Prepare personal income tax forms (i.e., 1040 EZ)

MKC10.02.04 Explain how the use of financial-services providers can aid in financial-goal achievement.
Sample Indicators Describe types of financial-services providers
 Discuss considerations in selecting a financial-services provider

MKC10.02.05 Use investment strategies to ensure financial well-being.
Sample Indicators Explain types of investments
 Explain the nature of capital investment
 Establish investment goals and objectives

MKC10.02.06 Identify potential business threats and opportunities to protect a business's financial well-being.
Sample Indicators Describe the concept of insurance
 Obtain insurance coverage
 Settle insurance losses
 Identify speculative business risks



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MKC10.02.07	Explain the nature of risk management Implement financial skills to obtain business credit and to control its use.
<i>Sample Indicators</i>	Explain the purposes and importance of obtaining business credit Analyze critical banking relationships Make critical decisions regarding acceptance of bank cards Determine financing needed for business operations Identify risks associated with obtaining business credit Explain sources of financial assistance Explain loan evaluation criteria used by lending institutions Complete loan application package
MKC10.02.08	Manage financial resources to ensure solvency.
<i>Sample Indicators</i>	Describe the nature of budgets Explain the nature of operating budgets Describe the nature of cost/benefit analysis Determine relationships among total revenue, marginal revenue, output, and profit Develop company's/department's budget Forecast sales Calculate financial ratios Interpret financial statements
MKC10.03	Describe and apply management tools, techniques, and strategies used in planning, controlling and organizing a marketing organization/ department to maintain the business or department's growth and development.
MKC10.03.01	Recognize management's role to understand its contribution to business success.
<i>Sample Indicators</i>	Explain the concept of management Explain the nature of managerial ethics
MKC10.03.02	Utilize planning tools to guide organization's/ department's activities.
<i>Sample Indicators</i>	Explain the nature of business plans Develop company goals/objectives Define business mission Conduct an organizational SWOT Explain external planning considerations Identify and benchmark key performance indicators (e.g., dashboards, scorecards, etc.) Develop action plans Develop business plan
MKC10.03.03	Control an organization's/department's activities to encourage growth and development.
<i>Sample Indicators</i>	Describe the nature of managerial control (control process, types of control, what is controlled) Analyze operating results in relation to budget/industry Track performance of business plan
MKC10.04	Understand the processes used to monitor, plan, and control the day-to-day activities required for continued business operations.



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MKC10.04.01 Implement expense-control strategies to enhance a business's financial well-being.

Sample Indicators

- Explain the nature of overhead/operating costs
- Explain employee's role in expense control
- Control use of supplies
- Conduct breakeven analysis
- Negotiate service and maintenance contracts
- Negotiate lease or purchase of facility
- Develop expense control plans
- Use budgets to control operations

MKC10.04.02 Maintain property and equipment to facilitate ongoing business activities.

Sample Indicators

- Identify routine activities for maintaining business facilities and equipment
- Plan maintenance program

MKC10.05 Understand the concepts and processes needed to identify, select, monitor, and evaluate sales channels.

MKC10.05.01 Acquire foundational knowledge of channel management to understand its role in marketing.

Sample Indicators

- Explain the nature and scope of distribution
- Explain the relationship between customer service and channel management
- Explain the nature of channels of distribution
- Describe the use of technology in the channel management function
- Explain legal considerations in channel management
- Describe ethical considerations in channel management

MKC10.05.02 Manage channel activities to minimize costs and to determine distribution strategies.

Sample Indicators

- Coordinate channel management with other marketing activities
- Explain the nature of channel-member relationships
- Explain the nature of channel strategies
- Select channels of distribution
- Evaluate channel members

MKC10.06 Understand the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate marketing information for use in making business decisions.

MKC10.06.01 Acquire foundational knowledge of marketing information management to understand its nature and scope.

Sample Indicators

- Describe the need for marketing information
- Explain the nature and scope of the marketing information management function
- Explain the role of ethics in marketing information management
- Describe the use of technology in the marketing information management function

MKC10.06.02 Explain marketing research activities to show command of their nature and scope.

Sample Indicators

- Explain the nature of marketing research
- Explain types of primary marketing research
- Identify sources of primary and secondary data
- Explain research techniques
- Determine the marketing research problem/issue



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	Identify research approaches (e.g., observation, survey, experiment) appropriate to the research problem/issue
	Identify the relationship between the research purpose and the marketing research objectives
	Discuss the nature of sampling plans (i.e., who, how many, how chosen)
	Describe types of rating scales (including Likert scales, semantic differential scales, behavior intention scales, etc.)
	Explain the use of diaries (e.g., product, media-use, contact)
	Explain the nature of qualitative research
MKC10.06.03	Explain data-collection methods to evaluate their appropriateness for the research problem/issue.
<i>Sample Indicators</i>	Identify information monitored for marketing decision-making
	Describe data-collection methods (e.g., observations, mail, telephone, Internet, discussion groups, interviews, scanners, etc.)
MKC10.06.04	Interpret marketing information to test hypotheses and/or to resolve issues.
<i>Sample Indicators</i>	Describe techniques for processing marketing information
	Interpret descriptive statistics in marketing decision-making
MKC10.06.05	Assess marketing research briefs to determine comprehensiveness and clarity.
<i>Sample Indicators</i>	Explain the nature of marketing research briefs
	Determine usefulness of marketing research briefs
MKC10.06.06	Evaluate marketing research procedures and findings to assess their credibility.
<i>Sample Indicators</i>	Identify sources of error and bias (e.g., response errors, interviewer errors, non-response errors, sample design)
	Evaluate questionnaire design (e.g., types of questions, question wording, routing, sequencing, length layout)
	Assess information sources on basis of strengths and weaknesses
	Assess timeliness of research information
	Assess appropriateness of research methods for problem/issue
MKC10.07	Understand the concepts and strategies utilized to determine and target marketing strategies to a select audience.
MKC10.07.01	Employ marketing information to develop a marketing plan.
<i>Sample Indicators</i>	Explain the concept of marketing strategies
	Identify considerations in implementing global marketing strategies
	Explain the concept of market and market identification
	Identify market segments
	Select target market
	Explain the nature of marketing planning
	Explain the nature of marketing plans
	Explain the role of situational analysis in the marketing planning process
	Conduct market analysis
	Conduct SWOT analysis for use in the marketing planning process
	Assess global trends and opportunities
	Conduct competitive analysis
	Explain the nature of sales forecasts
	Forecast sales for marketing plan
	Set marketing goals and objectives
	Select marketing metrics



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	Set a marketing budget Develop marketing plan
MKC10.07.02	Assess marketing strategies to improve return on marketing investment (ROMI).
<i>Sample Indicators</i>	Describe measures used to control marketing planning Explain strategies for linking performance measures to financial outcomes Translate performance measures into financial outcomes Monitor and evaluate performance of marketing plan Assess cost-effectiveness of measurement tools Conduct marketing audits
MKC10.08	Understand concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value.
MKC08.01.01	Develop a foundational knowledge of pricing to understand its role in marketing.
<i>Sample Indicators</i>	Explain the nature and scope of the pricing function Describe the role of business ethics in pricing Explain the use of technology in the pricing function Explain legal considerations for pricing Explain factors affecting pricing decisions
MKC10.09	Understand the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities.
MKC10.09.01	Acquire a foundational knowledge of product/service management to understand its nature and scope.
<i>Sample Indicators</i>	Explain the nature and scope of the product/service management function Identify the impact of product life cycles on marketing decisions Describe the use of technology in the product/service management function Explain business ethics in product/service management
MKC10.09.02	Generate product ideas to contribute to ongoing business success.
<i>Sample Indicators</i>	Identify product opportunities Identify methods/techniques to generate a product idea Generate product ideas Determine initial feasibility of product idea Adjust idea to create functional product Identify champion to push ideas through to fruition Create processes for ongoing opportunity recognition
MKC10.09.03	Apply quality assurances to enhance product/service offerings.
<i>Sample Indicators</i>	Describe the uses of grades and standards in marketing Explain warranties and guarantees Identify consumer protection provisions of appropriate agencies Evaluate customer experience
MKC10.09.04	Employ product-mix strategies to meet customer expectations.
<i>Sample Indicators</i>	Explain the concept of product mix Describe the nature of product bundling Identify product to fill customer need Plan product mix Determine services to provide customers



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MKC10.09.05 Position products/services to acquire desired business image.
Sample Indicators Describe factors used by marketers to position products/services
 Explain the nature of product/service branding
 Explain the role of customer service in positioning/ image
 Develop strategies to position products/services
 Build product/service brand

MKC10.09.06 Position company to acquire desired business image.
Sample Indicators Explain the nature of corporate branding
 Describe factor used by businesses to position corporate brands
 Develop strategies to position corporate brands
 Build corporate brands

MKC10.10 Understand the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome.

MKC10.10.01 Acquire a foundational knowledge of promotion to understand its nature and scope.
Sample Indicators Explain the role of promotion as a marketing function
 Explain the types of promotion
 Identify the elements of the promotional mix
 Describe the use of business ethics in promotion
 Describe the use of technology in the promotion function
 Describe the regulation of promotion

MKC10.10.02 Describe promotional channels used to communicate with targeted audiences.
Sample Indicators Explain types of advertising media
 Describe word-of-mouth channels used to communicate with targeted audiences
 Explain the nature of direct marketing channels
 Identify communications channels used in sales promotion
 Explain communications channels used in public-relations activities

MKC10.10.03 Explain the use of an advertisement's components to communicate with targeted audiences.
Sample Indicators Explain components of advertisements
 Explain the importance of coordinating elements in advertisements

MKC10.10.04 Discuss the use of public-relations activities to communicate with targeted audiences.
Sample Indicators Identify types of public-relations activities
 Discuss internal and external audiences for public-relations activities

MKC10.10.05 Explain the use of trade shows/expositions to communicate with targeted audiences.
Sample Indicators Explain how businesses can use trade-show/exposition participation to communicate with targeted audiences
 Explain considerations used to evaluate whether to participate in trade shows/expositions

MKC10.10.06 Manage promotional activities to maximize return on promotional efforts.
Sample Indicators Explain the nature of a promotional plan
 Coordinate activities in the promotional mix

MKC10.10.07 Evaluate long-term and short-term results of promotional efforts.



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Sample Indicators Identify metrics to assess results of promotional efforts
Implement metrics to assess results of promotional efforts

MKC10.11 Determine client needs and wants and respond through planned, personalized communication to influences purchase decisions and enhances future business opportunities.

MKC10.11.01 Acquire a foundational knowledge of selling to understand its nature and scope.

Sample Indicators Explain the nature and scope of the selling function
Explain the role of customer service as a component of selling relationships
Explain key factors in building a clientele
Explain company selling policies
Explain business ethics in selling
Describe the use of technology in the selling function
Describe the nature of selling regulations

MKC10.11.02 Acquire product knowledge to communicate product benefits to ensure appropriateness of product for the customer.

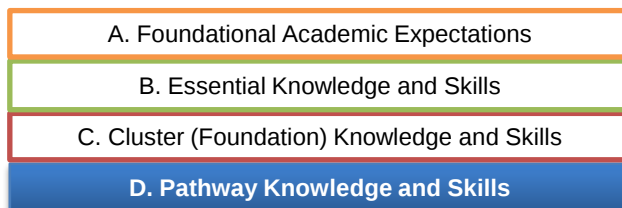
Sample Indicators Acquire product information for use in selling
Analyze product information to identify product features and benefits

MKC10.11.03 Explain sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.

Sample Indicators Explain the selling process
Discuss motivational theories that impact buying behavior

D. PATHWAY KNOWLEDGE AND SKILLS

The following knowledge and skill statements apply to all careers in the Marketing Management Pathway. The statements are organized within twelve topics.



Pathway Topic MKPB01	FINANCIAL ANALYSIS
MKPB01.01	Employ tools, strategies, and systems to plan, maintain, monitor, and control the use of financial resources in marketing.
MKPB01.01.01	Implement accounting procedures to track money flow and to determine financial status.
<i>Sample Indicators</i>	Explain the financial implications of product cannibalization Determine product-line profitability
MKPB01.01.02	Manage marketing finances to monitor and measure return on marketing investment (ROMI).
<i>Sample Indicators</i>	Allocate marketing budget Calculate return on marketing investment (ROMI)



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Measure cost-effectiveness of marketing expenditures

Pathway Topic MKPB02		HUMAN RESOURCE MANAGEMENT
MKPB02.01		Use the tools, techniques, and systems to plan, staff, lead, and organize human resources in marketing.
MKPB02.01.01		Implement organizational skills to facilitate work efforts.
<i>Sample Indicators</i>		Determine internal/external resource requirements and responsibilities for projects
MKPB02.01.02		Utilize techniques to staff an organization or a department within an organization.
<i>Sample Indicators</i>		Evaluate adequacy of staffing levels Staff key marketing positions
MKPB02.01.03		Manage staff growth and development to increase productivity and employee satisfaction.
<i>Sample Indicators</i>		Ensure staff understanding of responsibilities, duties, functions, and authority levels Supervise marketing positions Determine adequacy of training courses Assess marketing personnel's ability to react to market developments
Pathway Topic MKPB03		INFORMATION MANAGEMENT
MKPB03.01		Implement tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to facilitate marketing decisions.
MKPB03.01.01		Utilize information-technology tools to manage and perform marketing-management responsibilities.
<i>Sample Indicators</i>		Analyze the impact of technology on marketing Use software to automate services Use Marketing Operations Management software (i.e., software that automates marketing operations processes) Determine types of technology needed by company/agency
Pathway Topic MKPB04		OPERATIONS
MKPB04.01		Implement processes and systems to plan, monitor, and control the day-to-day activities required for marketing-management operations.
MKPB04.01.01		Analyze security issues to protect employees and to minimize loss.
<i>Sample Indicators</i>		Maintain data security Explain security considerations in marketing management Develop strategies to protect digital data
MKPB04.01.02		Implement organizational skills to improve efficiency and work flow.
<i>Sample Indicators</i>		Coordinate activities with those of other departments Manage cross-functional projects Assign work to external partners



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MKPB04.01.03	Develop an operational plan of marketing activities/initiatives
	Implement purchasing activities to obtain business supplies, equipment, and resources.
<i>Sample Indicators</i>	- Purchase marketing data - Purchase services
MKPB04.01.04	Utilize business systems to expedite workflow and enhance a business's image.
	- Define uniform marketing processes to streamline communications - Manage system for housing marketing assets (e.g., marketing collateral, promotional items, graphics, letterhead, logos) - Standardize/automate marketing workflows
MKPB04.01.05	Implement expense-control strategies to enhance a business's financial well-being.
	- Track invoices - Track marketing budgets - Adjust marketing budget in response to new market opportunities
<i>Sample Indicators</i>	

Pathway Topic MKPB05

PROFESSIONAL DEVELOPMENT

MKPB05.01	Understand concepts, tools, and strategies used to explore, obtain, and develop in a marketing-management career.
MKPB05.01.01	Demonstrate ethical and legal behavior associated with marketing-management decision-making.
	- Explain the need for professional and ethical standards in marketing - Explain the responsibility of individuals to apply ethical standards in marketing - Explain consequences of unprofessional and/or unethical behavior in marketing - Discuss legal ramifications of breaching rules and regulations
MKPB05.01.02	Acquire information about marketing management to aid in making career choices.
	- Explain the nature of marketing management - Explain career opportunities in marketing management
MKPB05.01.03	Utilize career-advancement activities to enhance professional development in marketing.
	- Assess the services of professional organizations in marketing - Utilize professional development opportunities in marketing (e.g., continuing education courses, certifications, journals, online activities/courses) - Employ career-advancement strategies in marketing
<i>Sample Indicators</i>	

Pathway Topic MKPB06

STRATEGIC MANAGEMENT

MKPB06.01	Employ tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/marketing department.
MKPB06.01.01	Utilize planning tools to guide organization's/marketing department's activities.
	- Align marketing activities with business objectives - Provide input into strategic planning
<i>Sample Indicators</i>	



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	Conduct gap analysis to determine organization's capability
	Develop departmental structure
	Determine strategic marketing planning structure
MKPB06.01.02	Control an organization's/marketing department's activities to encourage growth and development.
<i>Sample Indicators</i>	- Show the effect of marketing strategy on marketing goals/objectives - Monitor achievement of marketing objectives - Set marketing policies - Establish a marketing cost-control system - Select metrics for measuring success - Design a marketing performance measurement system - Modify marketing strategies based on performance results

Pathway Topic MKPB07	CHANNEL MANAGEMENT
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MKPB07.01	Use concepts and processes for identifying, selecting, monitoring, and evaluating sales channels to minimize costs and maximize effectiveness.
MKPB07.01.01	Develop channel-management strategies to minimize costs.
<i>Sample Indicators</i>	- Establish distribution points - Develop performance standards for suppliers - Develop new channels for products/services - Develop collaborative relationships with channel members - Develop channel-management strategies
MKPB07.01.02	Assess channel-management strategies to improve their effectiveness and to minimize their costs.
<i>Sample Indicators</i>	- Monitor distributors' performance standards - Evaluate buyer-seller relationships - Assess distribution channels - Conduct total cost analysis of channel

Pathway Topic MKPB08	MARKETING INFORMATION MANAGEMENT
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MKPB08.01	Employ the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information to make marketing decisions.
MKPB08.01.01	Assess marketing information needs to develop a marketing information management system.
<i>Sample Indicators</i>	- Assess marketing information needs - Identify issues and trends in marketing information management - Develop marketing information management system
MKPB08.01.02	Analyze marketing information to make informed marketing decisions.
<i>Sample Indicators</i>	- Identify industry/economic trends that will impact business activities - Analyze market needs and opportunities - Anticipate market changes - Determine current market position - Estimate market share



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MKPB08.01.03	Prepare trend analyses
	Employ marketing information to aid in making and evaluating channel-management decisions.
<i>Sample Indicators</i>	- Track cost data - Collect product quality data - Obtain and track information about domestic and foreign suppliers/manufacturers
MKPB08.01.04	Utilize marketing information to determine consumer behavior.
<i>Sample Indicators</i>	- Predict demand patterns - Conduct demand analysis - Forecast changes in customer expectations - Evaluate product usage - Analyze purchasing behavior - Estimate repeat purchase rate - Estimate purchase cycle - Determine attitudes towards products and brands - Conduct customer-satisfaction studies - Analyze service sensitivity
MKPB08.01.05	Apply pricing information to facilitate pricing decisions.
<i>Sample Indicators</i>	Determine price sensitivity
MKPB08.01.06	Apply marketing information to facilitate product/service management decisions.
<i>Sample Indicators</i>	- Conduct product analysis - Conduct product/brand situation analysis - Conduct service-quality studies - Predict brand share - Conduct brand audit
MKPB08.01.07	Utilize marketing information to assess promotional activities.
<i>Sample Indicators</i>	- Measure media audience - Evaluate promotional activity
MKPB08.01.08	Report findings to communicate research information to others.
<i>Sample Indicators</i>	- Display data in charts/graphs or in tables - Provide sales analysis reports - Prepare and use presentation software to support reports - Prepare written reports for decision-making
MKPB08.01.09	Assess quality of marketing research activities to determine needed improvements.
<i>Sample Indicators</i>	- Evaluate quality of marketing research studies (e.g., sampling, validity/reliability, bias, etc.) - Assess quality of contracted research firms

Pathway Topic	PRICING
MKPB09	
MKPB09.01	Utilize concepts and strategies in determining and adjusting prices to maximize return and meet customers' perceptions of value.
MKPB09.01.01	Employ pricing strategies to determine optimal prices.
<i>Sample Indicators</i>	- Determine cost of product (breakeven, ROI, markup) - Calculate break-even point - Establish pricing objectives



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	- Select pricing policies - Determine discounts and allowances that can be used to adjust base prices - Determine terms of trading - Set prices - Adjust prices to maximize profitability
MKPB09.01.02	Assess pricing strategies to identify needed changes and to improve profitability.
<i>Sample Indicators</i>	- Ensure price fairness - Evaluate pricing decisions - Assess changes in price structure - Analyze variances to planned pricing

Pathway Topic MKPB10	PRODUCT/SERVICE MANAGEMENT
MKPB10.01	Employ concepts and processes to obtain, develop, maintain, and improve a product or service mix in response to market opportunities.
MKPB10.01.01	Employ product-development processes to maintain up-to-date product pipeline.
<i>Sample Indicators</i>	- Explain new product-development processes - Determine product-development objectives - Evaluate and process innovations
MKPB10.01.02	Employ product-mix strategies to meet customer expectations.
<i>Sample Indicators</i>	- Analyze product needs and opportunities - Adapt product range to needs of targeted market segments - Develop product search methods - Determine product priorities - Monitor market innovations
MKPB10.01.03	Plan product/service management activities to facilitate product development.
<i>Sample Indicators</i>	- Create a product/brand plan - Plan/Manage product/brand lifecycle - Develop new-product launch plan - Coordinate product launches
MKPB10.01.04	Assess product/service management activities to increase profitability.
<i>Sample Indicators</i>	- Evaluate alternative marketing techniques and procedures for achieving product development objectives - Evaluate product mix - Assess product-development activities - Evaluate product/service launches - Conduct product/brand audit
MKPB10.01.05	Assess product packaging to improve its function and to improve its brand recognition.
<i>Sample Indicators</i>	- Assess product-packaging requirements - Evaluate graphic design on packages - Evaluate adequacy of product packaging - Conduct reviews of product packaging
MKPB10.01.06	Position products/services to acquire desired business image.



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<i>Sample Indicators</i>	Develop positioning concept for a new product idea Communicate core values of product/service Identify product's/service's competitive advantage Leverage product's/services competitive advantage
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Pathway Topic MKPB11	PROMOTION
MKPB11.01	Employ concepts and strategies to communicate information about products, services, images, and/or ideas to achieve a desired outcome.
MKPB11.01.01	Participate in company's community outreach involvement to foster a positive company image.
<i>Sample Indicators</i>	Explain the importance of company involvement in community activities Propose community issues for company involvement Participate in community outreach activities
MKPB11.01.02	Plan promotional activities to maximize return on promotional efforts.
<i>Sample Indicators</i>	Develop communications objectives Develop promotional-mix activities Develop advertising plans to achieve communications objectives Develop sales promotion plan to achieve communications objectives Develop public relations/publicity plan to achieve communications objectives
MKPB11.01.03	Evaluate promotional activities to maximize return on promotional efforts.
<i>Sample Indicators</i>	Evaluate allocation of promotional effort
MKPB11.01.04	Utilize outside agency/consultant to aid in promotional planning and development.
<i>Sample Indicators</i>	Create written briefs for outside agencies/consultants Assess outside agency/consultant relationships
MKPB11.01.05	Utilize metrics to measure effectiveness of marketing communications.
<i>Sample Indicators</i>	Identify ways to track marketing communications activities Select metrics to measure effectiveness of marketing communications Apply metrics to measure effectiveness of marketing communications
MKPB11.01.06	Explain design principles used in advertising layouts to communicate needs to designers.
<i>Sample Indicators</i>	Describe the use of color in advertisements Describe the elements of design Explain the use of illustrations in advertisements Discuss the nature of typography Explain type styles used in advertisements Describe effective advertising layouts Identify types of drawing media Explain the impact of color harmonies on composition Describe digital color concepts
Pathway Topic MKPB12	SELLING



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MKPB12.01 Determine client needs and wants and respond through planned, personalized communication to influence purchase decisions and enhance future business opportunities.

MKPB12.01.01 Guide sales staff to improve their success rate and to minimize staff turnover.

Sample Indicators Explain the nature of the sales staff's induction program
Conduct knowledge gap analysis of sales staff
Analyze sales staff activity and results

MKPB12.01.02 Influence sales procedures/activities to improve return on investment.

Sample Indicators Monitor sales management's ability to conduct customer-service operations
Assess sales staff's compensation package
Support sales operations